



TABLE OF CONTENTS

PART 1: ANN	IUAL BUDGET	Page
Chapter 1	Executive Mayor's Report	1 – 11
Chapter 2	Resolutions	12 – 14
Chapter 3	Executive Summary	15 – 17
Chapter 4	Annual Budget Tables	18 – 48
PART 2: SUF	PPORTING DOCUMENTATION	
Chapter 5	Overview of Annual Budget Process	49 – 51
Chapter 6	Overview of Alignment of Annual Budget with IDP	52 – 58
Chapter 7	Measurable Performance Objectives and Indicators	59 – 61
Chapter 8	Overview of Budget Related Policies	62
Chapter 9	Overview of Budget Assumptions	63 – 70
Chapter 10	Overview of Budget Funding	71 – 78
Chapter 11	Expenditure on Allocations and Grant Programmes	79 – 81
Chapter 12	Allocations and Grants made by the Municipality	82
Chapter 13	Councillor and Board Member Allowances and Employee Benefits	83 – 86
Chapter 14	Monthly Targets for Revenue, Expenditure and Cash Flow	87 – 92
Chapter 15	Annual Budget and SDBIP – Internal Departments	93
Chapter 16	Contracts having Future Budgetary Implications	94
Chapter 17	Capital Expenditure Details	95 – 100
Chapter 18	Legislative Compliance Status	101
Chapter 19	Details of Budgets per Departments	102
Chapter 20	Municipal Entity Information	103 – 121
Chapter 21	Performance Contracts of Senior Managers	122
Chapter 22	Other Supporting Documentation	123 – 138
ANNEXURE	es	
A	Projects Budget 2013/14	139 – 142
В	Mandatory Performance Measures	143
С	Annual Performance Objectives by Vote	144 – 145
D	Revenue by Source	146
Е	Capital Budget 2013/14	147 – 150

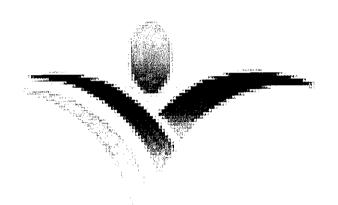
F	Tariffs	151 – 153
G	Draft SDBIP 2014/15	154 – 155
Н	Performance Contract – Municipal Manager	156 – 171
i	Performance Contract – Director: Planning and Infrastructure Services	172 – 188
J	Performance Contract – Director: Economic Development	189 – 203
K	Performance Contract – Director: Finance and Corporate Services	204 – 218
L	Quality Certificate	219

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PART 1

ANNUAL BUDGET



Mayor's Report

BUDGET SPEECH DELIVERED BY THE EXECUTIVE MAYOR OF THE CACADU DISTRICT MUNICIPALITY, COUNCILLOR KHUNJUZWA KEKANA, ON THE PRESENTATION OF THE IDP AND BUDGET FOR THE FINANCIAL YEAR 2014/2015 AT A COUNCIL MEETING HELD ON 28 MAY 2014

Speaker of Council

Mayors of local municipalities

Members of the Mayoral Committee

Honourable Councillors

Leaders of all Political Parties

Management and staff members

Members of the Community

Distinguished Guests

The Media

Ladies and Gentlemen

Introduction

Mr Speaker

Just more than a hundred years ago on 08th of January, a group of leading intellectuals, clergymen, teachers, activists and fellow South Africans from across our country met in Mangaung, Bloemfontein to discuss the destiny of Black Africans.

This following, as it was, in the face of the exclusion of the majority African people in the administration and governance of their country.

Today, many historians agree that, that historic meeting in 1912, was a watershed moment, not only in the history of our glorious movement, the African National Congress, but of our country.

We are therefore meeting here today, after a full century of a triumphed people's movement of resistance and defiant struggle against Apartheid, discrimination and dispossession of our people.

This year is also particularly important to both our nation and our people, as it marks the 20th year of our democracy as well as the 18th anniversary of the Constitution of the Republic.

It is this supreme world acclaimed document, which contains our people's hopes and aspirations that continues to guide the work of our government and in particular our municipality.

Today, as per the prescripts of the same celebrated Constitution and other laws; we are presenting our annual 2014/15 IDP and Budget for approval by our Council.

Mr Speaker, this budget of Council is aligned to the Cacadu District Municipality's Integrated Development Plan (IDP) with its vision statement:

"An *innovative and dynamic municipality striving to improve the quality of life for all our communities* "mission statement and corporate values which are displayed at the end of the speech. The budget reflects the collective determination of the municipality to address with energy the challenges of creating jobs, reducing poverty, building infrastructure and creating an enabling environment for economic growth.

The municipality has a very good corporate governance record and has once more received a Vuna Award for producing seven (7) unqualified audit reports in succession. This achievement is due to the teamwork that exists between management, political office bearers and effective corporate governance structures. I am confident that the municipality will achieve a clean audit outcome this year (2013/2014) emphasizing that Cacadu District Municipality is an institution of excellence.

Mr Speaker, I take pleasure in presenting the budget speech and the Medium Term Revenue and Expenditure Framework for the 2014/15 and outer financial years.

The economy

The global economic outlook remains unsteady – some advanced economies have returned to growth, others continue to lag. The slowdown in quantitative easing by the Federal Reserve has caused further uncertainty to financial markets, currency volatility and capital outflows from emerging markets.

South Africa's economy has continued to grow, but more slowly than projected a year ago. We expect growth of 2.7% this year.

A weaker exchange rate is a risk to the inflation outlook, but it supports exporters. Sustained improvements in competitiveness require further investment in infrastructure and a range of microeconomic reforms.

South Africa's economic outlook

After slowing to 2.5% in 2012, <u>South African</u> economic growth continued to underperform in the second half of 2013.

Economic growth is expected to recover somewhat to 2.7 % and to 3.2 % in 2014 and 2015 respectively. However, the Reserve Bank last week forecasted a growth rate of 2,1% for 2014.

This forecast indicates that the amount of money flowing to the National Fiscus will be limited. With all the demands being placed on Government, it is very likely that the amount of transfers from National Government to Local Government will also be curtailed.

Consumers under pressure

Headline consumer price inflation has increased gradually from a recent low of 4.9 % year-on-year in July 2012, but remained within the inflation target range until July and August 2013 when it accelerated notably, peaking at 6.4 %. The marked acceleration in consumer price inflation during the third quarter could mainly be attributed to higher petrol prices and to a lesser extent, higher food prices. A further and sustained weakness in the Rand is also a risk.

Disposable income will therefore remain under pressure. This will affect the ability of ratepayers and consumers of municipal services to pay their municipal bills. Any increases in municipal tariffs should therefore be kept to an absolute minimum.

Interest rate outlook

It is expected that the SARB will keep interest rates on hold in 2014 and only start the rate hiking cycle in the first quarter of 2015. The impact of this will be evident on our investment income.

The National Development Plan

The Minister of Finance indicated that central to the NDP is our commitment to partnership – to a social compact to reduce poverty and inequality, and raise employment and investment. To make more rapid progress in creating jobs and reducing poverty, we have to grow our economy at 5 per cent a year or more.

To achieve this, and to establish a growth path that is inclusive and rapidly promotes black economic development, a wide range of initiatives are under way:

- 1. Accelerated public infrastructure investment,
- 2. New spatial plans for cities, improved public transport and upgrading informal settlements.
- 3. Support for special economic zones and manufacturing incentives in the Industrial Policy Action Plan,
- 4. A tax incentive to encourage youth employment,
- 5. Further expansion of public works programmes
- 6.A renewed focus on accountability and quality in education,
- 7 Phasing-in of National Health Insurance,
- 8. Further investment in renewable energy and support for the transition to a low-carbon economy.
- 9. Steps to professionalise the public service and overhaul procurement and supply chain management.

Our Province has also embarked on developing a long term vision, currently termed Vision 2030. It is imperative that the Cacadu District Municipality also develops a long term plan to align with the National Development Plan as well as with the Provincial 2030 plan. This plan must look at the development and investment that government needs to make in this District.

Success in implementing these plans will depend on discipline, hard work, cooperation and sustained improvements in productivity, both in the public and the private sectors. Our present circumstances oblige us to live and spend modestly and keep a careful balance between social expenditure and support for growth.

2014/2015 Review of the Integrated Development Plan

In accordance with the Annual Review of the IDP, the District undertook to convene a Strategic Planning Session as a first step in its review process in order to appreciate strategic opportunities, strengths, and challenges and hence develop a broad strategic growth and development agenda.

The primary purpose of the Strategic Planning Session held on 14 and 15 November 2013 has been to closely examine the implications, windows of opportunity within the environment, and assess the district strength, capacity, and capabilities to aptly respond to the demands of the new opportunities within available financial resources.

Political and Management leadership share common positions and views regarding the need for the District:

- To embrace and provide local beneficiation articulation on the emerging national and provincial catalytic projects within the district space;
- To review its delivery approach on the mandated functions; and
- To re-examine the success and setbacks of its current business model.

The objectives/outcomes of the Strategic Planning Session were defined as:

- a) Conduct a Review of the Development Focus [Strategy] of the District to inform its 'new' District Development Growth Path;
- b) Review organisational performance in-line with the contextual opportunities and challenges;
- c) Discuss and outline implications for organisational model and operations and discuss potential Development Business Model and it Operating Model; and
- d) Develop a sequenced implementation plan.

The Development Facilitation Model developed by the District is reaffirmed as relevant and that it must be enhanced to meet the requirements of the new demands emerging from the development agenda that integrates national and provincial catalytic programmes/projects. The refined model places Knowledge Management at the centre the district's agenda setting drive through multi-stakeholder collaborations and partnerships.

What are the Emerging Strategic Priorities?

The emerging strategies and priorities identified during the 2013 Strategic Planning interventions for our District 2030 Vision are summarized below:

External considerations:

- · Integration with Port of Ngqura
- · Nuclear project (benefit management)
- Shale gas (benefit management)
- Green energy / technology (wind, solar, biofuel waste)
- Agro-processing (add-value)
- Tourism
- Integration with knowledge institutions
- · Economic inclusion

Internal considerations:

- Financial Sustainability
- Skills pipeline/education performance
- Governance issues in LMs
- Water services authority
- Bulk infrastructure (packaging, leverage funding)
- Relocation
- Support and Capacity Building
- Role of the CDA
- Spatial planning

It is therefore an urgent priority to develop appropriate plans for the implementation of these strategic priorities. It was acknowledged that the CDM will need new skills and competence to implement these strategies and many need to reorganize and reskill employees. It will therefore be necessary to undertake an organisational development study to determine the skills gaps, personnel resources required and the appropriate organisational structure to perform optimally and implement these new activities and programmes.

It was also acknowledged that the implementation of the new strategic priorities and the reduction of funding to finance infrastructure and economic development projects would have to be undertaken on a phasing – in approach. There are many multi-year projects which will have to be completed in the 2014/2015 financial year. The 2014/2015 budget is therefore referred to as a transitional budget.

The organisational development studies which will be undertaken during the 2014/2015 financial year will be done within the framework provided for in the Regulations on appointment and conditions of employment of senior managers.

2014/2015 Budget

The financial position of the Cacadu District Municipality is still strong, although it has a weak revenue base. The Cacadu District Municipality achieved unqualified audit reports in seven (7) consecutive financial years reflecting the drive towards financial management excellence in the Cacadu District Municipality. The application of sound financial management principles for the compilation of the CDM's financial plan is essential and critical to ensure that the District remains financially viable and that sustainable municipal services are provided economically and equitably. In the 2012/2013 financial year the Cacadu District Municipality achieved a spending of R118 million of the total operating budget. The overall forecasted financial performance results for the 2013/2014 year reflect a forecasted total spending of R139 million.

This year (2014/2015) we are tabling an operating budget amounting to R153.7 million which represents a decrease of 17% over the 2013/2014 financial year's adjusted budget. The decrease is mainly due to the reducing conditional grant funds.

The Budget is more than a mere balancing of available revenue to meet expenditure needs. The budget is a policy instrument which seeks to transform our society with huge development needs.

The main challenges experienced during the compilation of the 2014/2015 MTREF can be summarized as follows:

- · The ongoing difficulties in the economy and marginal growth in discretionary revenue;
- The need to reprioritize projects and expenditure within the existing resource envelope given the cash flow realities;
- Payroll increases for municipal staff and increased electricity costs that continue to exceed consumer inflation; and
- Affordability of projects.

Key IDP Interventions

Mr Speaker, the Cacadu District Municipality has identified a number of key IDP interventions. These represent flagship programmes that will accelerate the achievement of the principles contained in our Growth and Development Strategy. They are:

- Strengthening both political and administrative links;
- Assisting LM's with specialized support;
- ❖ Partnering with Sector Departments to deal with services deliver and institutional challenges:
- Providing technical assistance and assistance with feasibility studies;
- Leveraging funding for local service infrastructure of LM's;
- Implementing Capacity Building Programmes;
- Exploring and embarking on Shared Service arrangements; and
- Leveraging on District Strategic Initiatives.

Hence the development priorities for the 2014/2015 financial year will remain the same, namely -

- Infrastructure development
- Capacity building and support of local municipalities
- Financial viability
- Community services
- Institutional development

Key Challenges and Risks that need to be addressed

- The need to have a shared vision of our role in making an impact in the District;
- Ongoing communication to LM's and stakeholders to reinforce the development facilitation model;
- Building our relationship with the LM's and the other spheres;
- Effective support to LM's to turn around the situation at LM's;

- Attracting conditional grant funding (tapping into Jobs Fund, Rural Development Funds, DBSA); and
- ❖ Implementing structures and systems to play an effective monitoring an evaluation role.

Tariffs

The tariffs and charges were increased by 6%. These however make a very minor contribution to our revenue.

Medium Term Operating and Capital Budgets for 2014/2015

Revenue

Mr Speaker, the total Operating Revenue Budget is estimated at R153.7 million. Revenue derived from Equitable Share of National Revenue and the Levy Replacement Grant for the 2014 / 2015 financial year amounts to R22.5 million and R57.5 million respectively which has increased by 17% and 3% respectively over the last year. Investment interest and contribution from the accumulated surplus account amounts to R11.5 million and R48 million respectively. Conditional Grant funding to finance project expenditure, amounts to only R6 million. It is evident from the details provided in the budget that the municipality is totally dependent on grant funding from the National Treasury and interest earnings to finance its operations.

It is evident that sustainable discretionary revenue amounts to 61% (R93.4 million) of total revenue excluding grants while non-sustainable discretionary revenue in the 2014/2015 budget amounts to 39% (R60.3 million) of total revenue. The conditional grant funding amounts to 4% (R6 million) of total revenue.

Summary of Expenditure Budgets per Department

As indicated above, the total operating revenue budget is estimated at R153,7 million. This budget is allocated as follows with regard to expenditure:

Infrastructure Development and Planning:	R68 132 000	44%
Finance and Corporate Services	R43 341 000	28%
Economic Development	R20 832 000	14%
Office of the Mayor	R13 439 000	9%
Office of the Municipal Manager	R 7 964 000	5%
TOTAL	R153 708 000	100%

One major component will be the allocation which the District Municipality has set aside for the rendering of Environmental Health Services. The Budget for the Office of the Mayor also includes an amount of R1 155 000 million for the Unemployed Graduates programme.

Project Expenditure

Project expenditure for the 2014/2015 budget amounts to R62.8 million and details are reflected on pages 139-142 of the Budget Document. The sources of funding are also indicated.

Offices of the Municipal Manager and the Speaker

The total project budget for the Offices of the Municipal Manager and Speaker is R6,234 million. An amount of approximately R1 million has been set aside for the Moral Regeneration campaign, Training of Ward Committees, Imbizos and Outreaches as well as the capacitation of councillors. An amount of R1,25 million has been set aside for special programmes. These include Women Empowerment, Youth Development, Supporting People with Disabilities as well as the implementation of the HIV and Aids Plan. The District will continue to play a pivotal role in ensuring that the Connect with Cacadu programme continues. This will ensure that all libraries in the District have access to free internet and email services as well as a range of other educational and information tools. An amount of R3 million has been set aside for this. The Municipal Systems Improvement Grant (MSIG) will primarily be used to develop the capacity of the institution. This amounts to R934 000.

Infrastructure Services and Planning

An amount of R38,27 million has currently been set aside for projects. An amount of R15,318 million has been earmarked for fire services. The contribution to local municipalities will be R3 million. A satellite fire station is currently being constructed in Hankey (Kouga). A R1 million contribution will be made for that fire station. The District Municipality has commenced with the planning of a fire station in Sanddrif, Koukamma. An amount of R4,5 million will be used to construct the station in the new financial year. The construction of the fire station in Somerset East has already commenced. An amount of R1,3 million has been set aside to complete that project. Currently, the budget for the fire station at Bushmans River Mouth is R2,4 million. However, more funds are needed to realize this project. The District will also be procuring fire equipment and embarking on training of the fire fighters of the municipalities. This will amount to R1,3 million. It will also continue with the standardization of fire hydrants. An amount of R1,8 million has been set aside for this.

With regard to water and sanitation, two of the major projects are the Jansenville Water Treatment Works of R2,19 million and the Nieu Bethesda Water Treatment Works at R2 million.

An amount of R4,5 million has been set aside for the construction of the Inter-City Bus Terminal in Graaff-Reinet. However, to properly implement this project, additional co-funding will be required from the Camdeboo Municipality and other potential developers on the site. An amount of R2,1 million is earmarked for the study into the rural roads in the District.

The District Municipality has decided to resuscitate the Paterson Emergency Centre project. An amount of R5 million has been set aside for this project in the new financial year. The Rietbron EPWP project is coming to an end early in the new financial year and an amount of R1,2 million has been rolled over for this project. The District Municipality will be embarking on a new Expanded Public Works Project in conjunction with Sundays River Valley Municipality. An amount of R1,236 million has been allocated for this.

Further amounts have been allocated for planning, feasibility studies, district-wide plans as well as technical support to local municipalities.

Economic Development

An amount of R4 million has been allocated for the District Development Agency. Tourism promotion and development including creative industries has been allocated an amount of R5,4 million. These include support to LTOs, Tourism Infrastructure Investment in local municipalities, Tourism Sector Development support, Tourism Education as well as Destination and sub-branding signage.

Small, Medium and Micro Enterprises will benefit to the amount of R2,23 million. An amount of R2 million has been set aside for the Agricultural Mentoring Programme. The District Municipality will also be finalizing various studies and initiatives with regard to the REDI programme. This will amount to R1,7 million.

Finance and Corporate Services

One major project for this Department will be to support local municipalities to improve their audit outcomes. An amount of R2,5 million has been set aside for this.

All Departments are responsible for Capacity Building and Support of the nine local municipalities in our District, and each of their project budgets contain an element of this.

Capital Budget

The Capital Budget of the District Municipality is R13,73 million. Of this, an amount of R10 million has been set aside for the relocation to Kirkwood. The remaining portion is primarily to deal with the procurement of furniture and equipment.

Conclusion

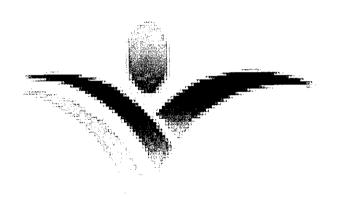
Mr Speaker, I believe that the budget that is tabled here today meets the aspirations of our stakeholders, addresses service delivery challenges, responds to our legislated responsibilities, supports and capacitates local municipalities and addresses economic growth.

Finally I wish to express my heartfelt gratitude to:

- the members of the Mayoral Committee and the Budget Steering Committee for providing the necessary political oversight during the budget process;
- the Municipal Manager and the Directors as well as the officials who have played an important role in the compilation of the IDP and the budget.

Honourable Speaker I now formally table the 2014/2015 medium term budget and annexures for Council's consideration in terms of Section 24 (1) of the Municipal Finance Management Act.

K E KEKANA EXECUTIVE MAYOR



Resolutions

RESOLUTIONS

Capital Budget

IT IS RECOMMENDED

That the annual capital budget of R13.7 million for the year 2014/2015 and the estimates for the two projected outer years 2015/2016 and 2016/2017 for the Cacadu District Municipality are approved as set out in the following schedules:

Capital budget by vote (<u>Annexure "E"</u>)

Operating Budget

IT IS RECOMMENDED

That the annual Operating Revenue of R153.7 million and the Operating Expenditure of R153.7 million for the Cacadu District Municipality for the financial year 2014/2015, and the indicatives for the projected medium term period 2015/2016 and 2016/2017 be approved as set out in the following attachments:

The total operating budget by vote for the departments as reflected on Table A3

That the supporting information contained in the 2014/2015 – 2016/2017 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.

Tariffs

IT IS RECOMMENDED

That the tariffs and charges as tabled in the Council agenda in <u>Annexure "F"</u> be approved for the 2014/2015 financial year.

Budget Related Policies

IT IS RECOMMENDED

That the Banking and Investment Policy be amended as follows:

3.4 Unresolved Reconciling Items

Unidentified bank deposits must be adequately followed up. After a period of 6 (six) months, where no claims are made or the origin of the payment is still unknown / unidentified, the amount will be journalised as current year revenue.

Cheques older than 6 months (stale) must be re-issued subsequent to follow up. Should the new cheque to the same supplier become stale, the amount will be reversed against the expenditure account.

and that the revised and updated Budget Related Policies detailed below, circulated under separate cover be approved:

- · Budget policy;
- · Banking and Investment Policy;
- Supply Chain Management Policy;
- · Virement Policy;
- Credit Control and Debt Collection Policy;
- Revenue By-laws;
- Tariff Policy;
- Sundry Financial Policies; and
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management

Cacadu Development Agency

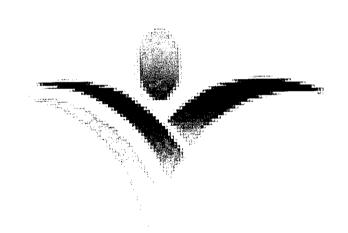
IT IS RECOMMENDED

That the annual capital budget of R145 000 for the year 2014/2015 and the estimates for the two projected outer years 2015/2016 and 2016/2017 for the Cacadu Development Agency are approved.

That the annual Operating Revenue of R5.85 million and the Operating Expenditure of R5.7 million for the Cacadu Development Agency for the financial year 2014/2015, and the indicatives for the projected medium term period 2015/2016 and 2016/2017 be approved.

The total capital and operating budget by source / type as reflected on Table D2

That the supporting information contained in the 2014/2015 – 2016/2017 Medium Term Revenue and Expenditure Budget document as required in terms of Section 17(3) of the Municipal Finance Management Act (Act 56 of 2003) be considered in conjunction with this report.



Executive Summary

EXECUTIVE SUMMARY

The Cacadu District Municipality's projected overall spending envelope for the 2014/2015 Medium Term Budget (MTB) amounts to R153.7 million. Approximately R13.7 million will be invested in the relocation, capital infrastructure, vehicles, furniture and equipment.

The 2014/2015 MTB has been prepared within the context of a fragile global economy, taking into account the implications of the weakening rand and rising inflation rates.

Within the fragile global economic environment and the local low-growth scenario, it is expected that the Cacadu District Municipality's revenue base will be adversely affected. The Cacadu District Municipality has also seen a slow increase in its revenue base with the introduction of the Levy Replacement Grant. The demarcation process whereby the District Management Areas (DMA) was incorporated in the local municipal areas has adversely impacted on the CDM's revenue base. The DORA then reflected a decrease in Equitable Share revenue but is steadily increasing. The Levy Replacement Grant increased marginally from R55.8 million in the 2013/2014 to R57.5 million in the 2014/2015 financial year which creates a challenge for CDM to perform its legal mandate together with ensuring financial sustainability in the short and medium term.

The municipality's efforts to improve the quality of life of the communities, was adversely affected by MIG funds no longer being allocated to CDM. The impact of these revenue reductions have forced the municipality to use greater amounts of its accumulated surplus impacting negatively on its financial sustainability in the medium term. It therefore means that more should be done with less, without compromising on essential programmes or services.

In the MFMA Circular No 54, the National Treasury provides some guidelines, taking into account the ongoing constraints on the revenue side, municipalities are made aware that tough decisions will have to be made on the expenditure side and that priority ought to be given to:

- Ensuring that drinking water meets the required quality standards at all times;
- Protecting the poor from the worst impacts of the slow recovery in the labour market;
- Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation;
- Securing the health of their asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance; and
- Expediting spending on capital projects that are funded by conditional grants.

National Treasury advises municipalities to pay special attention to Circular 58 with Circular 66 as follow up, which classifies the following as unnecessary expenditure that needs to be eliminated:

- Excessive sponsorship of music festivals, sporting events, including ticket purchases for Cllrs and officials
- Excessive catering for meetings and other events
- Arranging workshops and events at expensive private venues
- Excessive printing costs
- Luxurious office accommodation and furnishings
- Foreign travel
- Cllr and staff perks such as mayoral cars, notebooks, travel allowances, etc
- Excessive staff in the office of the mayor, i.e. spokespersons and political advisors
- Donations not made in terms of indigent policy
- Costs associated with long-standing staff suspensions
- The use of consultants to perform routine management tasks and
- Payment of excessive fees to consultants

National Treasury then issued Circular 70 to remind municipalities of the implication of all previous Circulars issued.

Accordingly, the Cacadu District Municipality's 2014/2015 MTB was guided by the following principles:

- Producing a credible balanced budget:
- Maintaining fiscal stability and financial sustainability;
- Maintaining the commitment to deliver quality services;
- · Collectively managing the costs down;
- · Identifying alternative funding;
- Reviewing all Cacadu District Municipality's services and programmes for operational efficiencies to improve service levels and delivery;
- Ongoing costs should be funded with ongoing revenues by aligning recurring expenditures with recurring revenues, on a level that can be reasonably sustained and reduce reliance on one-time funding;
- Further managing down general expenditure and contracted services. The choice of a service provider should be based on which service provider can provide the service most effectively at the lowest cost; and
- Maintaining all assets at a level adequate to protect the capital investment and minimise future maintenance and replacement cost.

In addressing the budget pressures, the Cacadu District Municipality will continue to implement cost reduction, mainly by scrutinizing discretionary items, not limited to the following:

- Scaling down the cost of consulting services;
- Paying bills on time so that no late charges are incurred;
- Limiting printing, e.g. budget book, IDP, financial statements and other publications;
- Managing overtime;
- Managing breakaways;
- Managing IT costs (no unnecessary purchases of new laptops, computers, printers, etc);
- Delaying conferences and seminars;

- Re-negotiating some of the contracts where necessary;
- · Limiting purchasing of furniture; and
- Limiting office renovations.

The financial position of the Cacadu District Municipality is still strong. The Cacadu District Municipality achieved unqualified audit reports for seven continuous years reflecting the drive towards financial management excellence in the Cacadu District Municipality. In the 2012/2013 financial year the Cacadu District Municipality achieved a spending of R120 million of the total capital and operating budget. The overall forecasted financial performance results for the 2013/2014 year however, reflects an expected total operating expenditure (including project expenditure) amounting to R139.4 million and a calculated operating deficit of R8.8 million.

The Cacadu District Municipality's IDP is the primary point of reference for the MTB. In turn, the IDP is influenced by the support needs in the District. The aim is to align the financial resources to the Cacadu District Municipality's strategy and priorities, as well as continuously looking for efficiencies in all activities and programmes.

The 2014/2015 MTB continues to address the following key IDP interventions:

- Promotion of Economic Development;
- Infrastructure Investments and Infrastructure Maintenance and Planning in the district;
- Capacity Building and Support to local municipalities;
- Provision of Community Services including environmental health services and disaster management services; and
- Institutional Development.

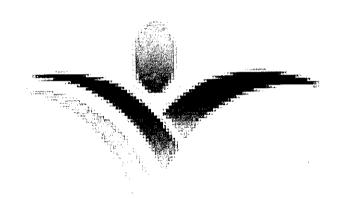
Economists agree that the Eskom Tariff increase and the increase in the cost of fuel are substantial factors and one that will have a negative impact on both inflation and economic growth. There is no doubt that the cost of goods and services will increase and it has therefore been decided to increase tariffs and charges.

In times like these where we are aware that the economic downturn has adversely impacted on households, especially the poorest of the poor households, we need to agree that creating jobs and increasing employment is South Africa's most critical objective.

The Cacadu District Municipality will therefore focus on maximizing its contribution to job creation by:

- Ensuring that service delivery and capital projects use labour intensive methods wherever appropriate;
- Ensuring that service providers use labour intensive approaches;
- Supporting labour intensive LED projects;
- Participating fully in the Extended Public Works Programme.
- Implementing intern programmes to provide young people with on-the-job training.

The challenge for all municipalities in South Africa is to support these government initiatives and to do more within the existing resource envelope.



Annual Budget Tables

ANNUAL BUDGET TABLES

The Cacadu District Municipality's projected overall spending envelope for the 2014/2015 MTB amounts to R153.7 million. Approximately R13.7 million will be invested in the relocation, infrastructure, vehicles, furniture and equipment items.

Operating Budget

The Cacadu District Municipality presents an Operating Revenue Budget of R153.7 million for the 2014/2015 financial year. This estimate represents a decrease of 25% for revenue over the 2013/2014 financial year. The decrease is predominantly due to the reduction in Conditional Grants allocated for projects and the phased in approach of the development facilitation role of the municipality emphasized through the Strategic Plan. The decrease in Conditional Grants allocated for projects adversely affects the amount of Interest revenue that can be generated.

The table below sets out the medium-term revenue and expenditure budget for the 2014/2015 – 2016/17 periods.

Details	Forecast Budget 2013/2014	Budget 2014/2015	Estimate 2015/2016	Estimate 2016/2017
	Rm	Rm	Rm	Rm
Revenue	130.6	153.7	135.6	132.7
Expenditure	139.4	153.7	135.6	132.7
Surplus (Deficit)	(8.8)	_	-	-

The operating expenditure includes a substantial amount in respect of projects and support programmes summarized below and more fully detailed in **Annexure "A"**.

The Cacadu District Municipality is projecting a balanced budget for 2014/15, 2015/2016 and 2016/2017. Should any surpluses be realized, these will be applied towards the capital infrastructure investment. The municipality's projects and programmes are summarised below.

Projects and Programmes	R'm
Economic Development	16.5
Office of the Mayor	0.3
Infrastructure Services and Planning	38.3
Municipal Manager's office	5.2
Finance and Corporate Services	2.5
Total	62.8

Financing of Projects & Programmes

Funding Sources	R'm
GRANTS: PROVINCIAL	1.2
GRANTS: NATIONAL	4.3
GRANTS: OTHER	0.5
ACCUMULATED SURPLUS	56.2
SUNDRY CREDITORS	0.6
TOTAL	62.8

Revenue

The increase of 29.6% in revenue is mainly as a result of the forecasted under-spending on projects funded from Accumulated Surplus in the 2013/14 financial year. Should the spending be in line with the Adjusted Budgeted revenue, it would have resulted in a decrease of 25%. The depletion of conditional grants is also a contributing factor.

Tariffs

For the 2014/2015 year the tariffs will increase by 6%

Expenditure

The actual approved budget for 2013/14 financial year including project expenditure amounted to R185 million. The new forecast for the period is R139 million which represents a decrease of 25%. This is mainly due to under-spending on project expenditure.

The 2014/2015 budget has been prepared on the basis of budget constraints. However, it is acknowledged that Cacadu District Municipality still needs to fund programmes and continue to invest in its infrastructure projects and support programmes to ensure that service delivery is maintained and remain responsive to the community's needs.

Cacadu District Municipality's budgeted balance sheet shows a continuation of a strong financial position. However, the greater utilization of Accumulated Surplus to finance operating expenditure will adversely affect the financial sustainability in the medium term.

Cash Position

The cash position is expected to decline in the current financial year primarily because Cacadu District Municipality has less conditional grant income at its disposal, a decline in revenue and projects being funded from Accumulated Surplus. This will result in a decline in the Accumulated Surplus and interest earnings.

Table A1 - Budget Summary

- 1. Table A1 is a budget summary and provides a concise overview of Cacadu District Municipality's budget from all of the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).
- 2. The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash and funding compliance, as well as the municipality's commitment to eliminate basic service delivery backlogs.
- 3. Financial management reforms emphasises the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:
 - a. The operating surplus/deficit (after Total Expenditure) is positive over the MTREF
 - b. Capital expenditure is balanced by capital funding sources, of which are;
 - Internally generated funds from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years.

Description	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Medium	Term Revenue Framework	& Expenditure
thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
inancial Performance				!					
Property rates	367	- !	-	- j	-	-	_	_	_
Service charges	256	<u>-</u>	-	-	40.400	40.400	11 500	0.400	. 700
Investment revenue	22 987	17 159	15 399	10 400	10 400	10 400	11 500	9 400	7 80
Transfers recognised - operational	179 888	91 682	89 706	89 419	96 815	95 580	92 375	100 783	102 91
Other own revenue	7 796	10 543	5 524	51 088	77 744	24 635	49 833	25 425	21 96
otal Revenue (excluding capital transfers and contributions)	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 67
Employee costs	31 509	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 16
Remuneration of councillors	4 565	5 264	5 665	5 683	6 326	5 080	6 894	7 335	7 80
Depreciation & asset impairment	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 50
Finance charges	11	1 '	-	-	- '	_	_ '	_	
Materials and bulk purchases	6	_ :	_	- ·	- i	_	_	i –	,
Transfers and grants	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 8
Other expenditure	62 121	86 587	55 528	62 043	88 078	70 956	77 875	54 223	47 4
,	214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132 6
Total Expenditure	(3 183)	(33 271)		100 501		(8 812)	1		
Surplus/(Deficit)	(3 103)	(33 27 1)	(/ 101)	_	- !	(0012)	_	_	!
Transfers recognised - capital			~	- !	-	_		i	1
Contributions recognised - capital & contributed assets		<u>-</u>						· ·	ļ
Surplus/(Deficit) after capital transfers & contributions	(3 183)	(33 271)	(7 161)	-	- :	(8 812)	-	_	
Share of surplus/ (deficit) of associate	_	_	-	- ;	-	-			
Surplus/(Deficit) for the year	(3 183)	(33 271)	(7 161)	-		(8 812)	-	_	<u> </u>
Capital expenditure & funds sources		-					Ī	10.000	
Capital expenditure	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	50
Transfers recognised - capital	-	-	-	-	_ '	-	-	-	
Public contributions & donations	_ !	_	: -	_ !	_	-	-	_	1
Borrowing	_	_	_	- :	_	-	-	-	
Internally generated funds	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 (
Total sources of capital funds	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	50
Financial position					 				
Total current assets	309 082	270 672	254 927	155 988	155 988	228 302	163 907	129 787	104
Total non current assets	82 789	80 522	85 037	114 313	114 313	87 521	99 747	108 242	111
Total current liabilities	47 138	43 054	33 234	24 017	24 017	11 501	14 266	14 266	14:
Total non current liabilities	55 792	54 374	59 717	54 374	54 374	59 717	L	59 717	59
Community wealth/Equity	288 942	253 765		191 910	191 910	244 605	1		
Cash flows						! <u></u> !	 	İ	
Net cash from (used) operating	(63 360)	(35 362)		-	-	(8 812	2)] -	-	1
Net cash from (used) investing	(2 208)	(1 469)	(3 233)	(13 030)	(13 990)	(3 990))] (13 731), (10 000)) _; (5
Net cash from (used) financing	4 815	50 493		-	_	_	-	-	
Cash/cash equivalents at the year end	103 951	117 613	90 850	104 583	103 624	104 811	91 080	81 080	76
Cash backing/surplus reconciliation			<u>-</u>					i	i
Cash and investments available	305 951	268 613	253 850	154 912	154 912	226 226	5 163 891	129 77	
Application of cash and investments	248 001	213 205	196 031	92 314	92 314	173 501	1 119 393	93 76	3 ! 71
Balance - surplus (shortfall)	57 950	55 408	57 820	62 598	62 598	52 725	5 44 499	36 00	32
Asset management			64.000	444.040	444.040	EXXC	3 66 389	74 88	1 78
Asset register summary (WDV)	82 785	48 607		114 313		1	1		
Depreciation & asset impairment	4 500	1 622	975	2 033	2 033	1 484	4 1 505	5 150	5 1
Renewal of Existing Assets	-	-	-	_		-			
Repairs and Maintenance	2 455	574	388	991	995	83	1 1 232	1 23	2 ! 1
Free services		!						<u> </u>	
Cost of Free Basic Services provided	-	-	72	1	_	-	_		
Revenue cost of free services provided	_	-	2 612	_	-	-	_	-	
Households below minimum service level		:	:	i	1			İ	!
Water:	-	-	-	_	-	-	-	-	
Sanitation/sewerage:	-	-		-	-	-	-		
Energy:	-	-	_	-	_	-	-	-	
Refuse:		1				-			1

DC10 Cacadu - Supporting Table SA1 Supportinging detail to Budgeted Financial Performance 2014/15 Medium Term Revenue & Expenditure 2011/12 2012/13 Current Year 2013/14 2010/11 Ref _ Description Budget Year +1 Budget Year +2 Adjusted Full Year Original Audited Audited Audited 2015/16 2016/17 Budget Forecast 2014/15 Budget Outcome Outcome Outcome R thousand REVENUE ITEMS: 6 Property rates Total Property Rates less Revenue Foregone Net Property Rates 6 Service charges - electricity revenue Total Service charges - electricity revenue less Revenue Foregone Net Service charges - electricity revenue 6 Service charges - water revenue 152 Total Service charges - water revenue less Revenue Foregone 152 Net Service charges - water revenue Service charges - sanitation revenue 104 Total Service charges - sanitation revenue less Revenue Foregone 104 Net Service charges - sanitation revenue Service charges - refuse revenue 6 Total refuse removal revenue Total landfill revenue less Revenue Foregone Net Service charges - refuse revenue Other Revenue by source 48 603 24 120 20 580 23 635 49 912 76 568 6 652 9 013 4 223 Other income 3 24 120 20 580 23 635 48 603 4 223 49 912 76 568 9 013 6 652 1 Total 'Other' Revenue EXPENDITURE ITEMS: Employee related costs 33 391 31 382 29 495 23 405 29 675 30 264 24 099 23 948 26 104 2 Basic Salaries and Wages 2 697 2 116 2 318 2 052 2 480 2 585 1 889 1 798 Pension and UIF Contributions 1 069 8 839 9 587 9 665 9 748 5 121 9 156 7 7 7 2 2 327 3 380 Medical Aid Contributions 311 204 Overtime 826 578 973 1 030 1 092 809 418 475 531 Performance Bonus 1 643 1 749 1 544 1 514 2 0 1 6 1 283 1 634 1 848 1 960 Motor Vehicle Allowance 180 192 169 158 163 163 135 154 1 045 Celiphone Allowance 418 445 393 415 415 82 112 102 Housing Allowances 68 1 851 1741 1 335 1 448 748 1 638 583 974 854 Other benefits and allowances 239 Payments in lieu of leave 79 143 56 Long service awards Post-retirement benefit obligations 51 163 46 278 48 645 36 441 41 595 46 605 38 045 31 509 32 962 sub-total 5 Less: Employees costs capitalised to PPE 46 278 48 645 51 163 38 045 46 605 31 509 32 962 36 441 41 595 Total Employee related costs Contributions recognised - capital List contributions by contract

Total Contributions recognised - capital

preciation & asset impairment Depreciation of Property, Plant & Equipment Lease amortisation		4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
Capital asset impairment Depreciation resulting from revaluation of PPE	10	4 500	1 622	975	2 033	2 033	1 484	1 505	1 505	1 505
otal Depreciation & asset impairment		4 300	1 022	3.0				İ	ļ 1	
Electricity Bulk Purchases Water Bulk Purchases		6								
otal bulk purchases ransfers and grants	! '		į		ļ	; 				04.000
Cash transfers and grants		111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900 '	24 800 -
Non-cash transfers and grants otal transfers and grants	1	111 765	26 219	19 182	39 553	41 916	23 863	21 156	23 900	24 800
ontracted services Information Technology Security and Cleaning		1 115	1 202 722	1 333 1 140	1 650 950	1 650 950	- 849	1 650 1 000	1 750 1 000	1 850 1 000
Security and Dealing Performance Management Internal Audit Consultant Fees		499 916	546 204	158 166	1 250 1 170	1 250 1 170	750 458	750 840	790 840	830 840
			: 							
sub-total Allocations to organs of state: Electricity Water Sanitation	1	3 242	2674	2797	5 020	5 020	2 058	4 240	4 380	4 520
Other Total contracted services	ļ i	3 242	2 674	2 797	5 020	5 020	2 058	4 240	4 380	4 520
Other Expenditure By Type Collection costs		11	1			 		ļ. 		
Contributions to 'other' provisions Consultant fees Audit fees General expenses List Other Expenditure by Type	3	58 931	62 298	52 717	57 023	83 058	68 899	73 635	49 843	42 885
		!							 	
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	İ	!			l			ļ	i	
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	!	!								
Total 'Other' Expenditure		1 589	42 62 29	9 52 717	57 023	83 058	68 899	73 635	49 843	42 8

Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Pervice charges - electricity revenue Service charges - reture revenue Service charges Service	10 645	3 2000	20.5		111111		1 1 1 1		1 1 2000 11 1500 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Property rales Property rales Property rales Property rales Property rales - penalties & collection charges Service charges - penalties & collection charges Service charges - senter revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation charges Service charges						, , , , ,	1 1 1 1		11200 1
electricity revenue water revenue water revenue water revenue water revenue water revenue and equipment and equipm						, , , , ,	i i i i i		11200 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11500 11 11 11500 11000 11 11500 11000 11 11500 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 11000 110000 110000 11000 11000 110000 110000 11000 110000 110000 1100
Property rales - penalties & collection charges Service charges - electricity revenue Service charges - water revenue Service charges - water revenue Service charges - reluse revenue Service charges Se						, , ,	(1)11		11500
Service charges - electricity revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - charge revenue Rental of facilities and equipment Interest earned - external investments Interest earned - outstanding debtors Interest earned - outstanding debtors Dividents received Fines Fines Clicences and permits Fines Clicences and permits Fines Clicences and permits Fines Clicences and permits Fines Clicences and permits Fines Fines Clicences and permits Fines F						, , , , ,	(1 i 1 t		11500 1
Service charges - water revenue Service charges - water revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - refuse revenue Service charges - refuse revenue Service charges - refuse revenue Service charges - refuse revenue Service charges - refuse revenue Service charges - refuse revenue Interest earned - outstanding debtors Dividends received Fines and equipment Interest earned - outstanding debtors Dividends received Fines and permits Charge services Other revenue Charge services Other revenue Charge services Other revenue Charge services Charge service							1 1 1 1		11500 11500 11500 1 1 5 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
Service charges - sanitation revenue Service charges - ratuse revenue Service charges - ratuse revenue Service charges - ratuse revenue Service charges - ratus revenue Interest earned - cultisanding debtors Intere						, , , , , ,			1200 11500 11500 1 1 30 49894
Service charges - refuse revenue Service charges - other Rental disclities and equipment Interest earned - external investments Interest earned - external investments Interest earned - outstanding debtors Dividends received Fines Licences and permits Agency services Outher revenue Clains on disposal of PPE Cains on disposal of PPE Employee related costs Remuneration of councillors Depreciation & asset impairment Finance charges Bulk purchases Other malerials 230 869 Finance charges Bulk purchases Other malerials							1 I I I		1200 11500 1 - 1 2 30 49894
1200						, , , ,			11500 1 1 500 30 30 49894
Rental of facilities and equipment Interest earned - external investments Interest earned - external investments Interest earned - external investments Dividends received Fires Licences and permits Agency services Other revenue Transfers recognised - operational Gains on disposal of PPE Depreciation & esset impairment Depreciation & esset impairment Firenance charges Bulk purchases Other malerials 230 869 Firenance charges Bulk purchases Other malerials						, , ,			49894 30
Interest earned - external investments Interest earned - external investments Interest earned - outstanding debtors Dividends received Fines Fines Agency services Other revenue Transfers recognised - operational Gains on disposal of PPE Other revenue (excluding capital transfers and contribution Transfers recognised - operational Fines Revenue excluding capital transfers and contribution Transfers Frequentiation of councillors Debt impairment Frience challed sestet impairment Friendle sestet impairment Friendl									1 30
Interest earned - outstanding debtors Dividends received Fines Licences and permits Agency services Other revenue Gains on disposal of PPE Spenditure By Type Employee related costs Remuneration of councillors Depreciation & asset impairment Finance chalges Bulk purchases Other materials							1		30 49894
Fines Licences and permits Agency services Other revenue Gains on disposal of PPE Expenditure By Tyze Employee related costs Remuneration of councillors Depreciation & asset impairment Elicance charges Bulk purchases Other malerials Other revenue 1 250 220 48 1 234 1 7 354 1 2605 8 613 2 2 605 Finance charges Bulk purchases Other malerials Other malerials									30 30 49 894
Fines									30 49 894
Licences and permits									49 894
Agency services Other revenue Transfers recognised - operational Gains on disposal of PPE Debt impolyee related costs Remuneration of councillors Debt impairment Finance charges Bulk purchases Other malarials 1250 220 8124 - 94 184 - 94 184 - 6894 - 7354 - 94 184 - 6894 - 7354 - 73							1 075	_	:
1250 220				1			1970		91 084
Transfers recognised - operational Gains on disposal of PPE Gains on disposal of PPE Gains on disposal of PPE Gains on disposal of PPE Gains on disposal of PPE Gains on disposal of PPE Spenditure By Tyce Employee related costs Remuneration of councillors Debt impairment Caso Finance charges Bulk purchases Culter materials Characteristics Caso	<u> </u>	·		-				_	
Cains on disposal of PPE Otal Revenue (excluding capital transfers and contribution 7354 7354 7354 7354 7354 7354 7354 7354					1		4076		153 708
Spenditure By Types Employee related costs Remuneration of councillors Debt impairment Finance charges Bulk purchases Other malerials		3 200 59	28	ı 	7 329		2		
Employee related costs Employee related costs Remuneration of councillors Debt impairment Depreciation & asset impairment Finance charges Bulk purchases Other malerials							- [47 280
Employee related costs Remuneration of councillors Debt impairment Depreciation & asset impairment Finance charges Bulk purchases Other materials	1 795	37		1		781			6 894
Remuneration of councillors 6 894 - Debt impairment 230 869 Eriance charges Bulk purchases - Cliber malerials 250 3500					 1			-	1
sset impairment 230 869 869 869 869 869 869 869 869 869 869			- 1	 				•	1 505
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934 20					7	4 226	6 309		90
Transitis anughants	165 9 640	3 000		- I		1	-		153 708
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25 505 39 898	F	• -		1000	318	(3 647)	(5 032)	ı	•
(18 151) 54 286 (18 786)	(795)	200	(415) (7 (08)	fanci		_			•
Eliges - position		-							1
Contributions recognised - capital						 -		- I -	
	17951	200 (4)	(415) (7 708)	(300)	318 (3	(3 617)	[(750 c)		
Surplus(Deficit) after capital transfers & (18 151) 54 286 (10 100)									

References 1. Departmental columns to be based on municipal organisation structure

Table A2 - Budgeted Financial Performance (revenue and expenditure by standard classification)

1. Table A2 is a view of the budgeted financial performance in relation to revenue and expenditure per standard classification. The modified GFS standard classification divides the municipal services into 15 functional areas. Municipal revenue, operating expenditure and capital expenditure are then classified in terms of each of these functional areas which enable the National Treasury to compile a complete set of government reports.

DC10 Cacadu - Table A2 Consolidated Budgeted Financial Performance (revenue and expenditure by standard classification)

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Mediur	n Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard	1	1						,		
Governance and administration	1	111 687	98 158	96 031	104 209	112 922	116 939	101 538	104 518	105 066
Executive and council	1	6 804	23 579	8 883	13 161	17 139	6 168	7 354	6 378	6 654
Budget and treasury office	: ;	91 750	67 250	84 387	83 121	83 705	103 396	91 504	95 385	95 582
Corporate services	1	13 132	7 329	2 761	7 928	12 078	7 375	2 680	2 755	2 830
Community and public safety		29 715	6 284	5 912	12 944	17 389	557	34 991	23 890	20 350
Community and social services		1 808	3 826	5 181	800	4 266	557	3 200	_	-
Sport and recreation			1 036 :	731	_ !	-	-	_	_	-
Public safety	1	4 086	1 000	- 1	11 144	11 796	-	20 556	18 266	10 276
Housing	- 1	1 151	439	- 1	600	600	-	590	_	_
Health	!	22 670	(16)	-	400	728	_	10 645	5 624	10 074
Economic and environmental services	: :	49 619	8 888	3 042	19 634	33 205	9 280	13 429	7 200	7 261
Planning and development	. !	7 453	3 997	1 960	14 451	20 768	2 443	6 100	5 000	5 000
Road transport	1	42 166	4 891	1 081	4 901	12 155	6 837	7 329	2 200	2 26
Environmental protection		_ '	_	_	282	282	_	-	_	_
Trading services	.	20 273	6 053	5 645	9 024	15 174	3 840	1 775	_	_
Electricity		205	1 125	1 948	125	134	134	_		-
Water	1 '	19 949	4 443	3 381	8 649	14 496	3 705	1 775	_	i -
Waste water management		_			_ '	- !	=	_	_	-
Waste management		119	486	316	250 i	544	_	_	_	_
Other	: 4	-	_	-	5 095	6 269	_	1 975	-	-
Total Revenue - Standard	2	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 67
Expenditure - Standard		:		i	:					
Governance and administration		72 009	83 476	61 706	72 866	81 522	64 210	65 403	64 407	67 18
Executive and council		40 777	32 050	27 115	38 058	41 432	31 517	27 734	27 849	29 33
Budget and treasury office	į	5 948	41 792	22 398	17 722	22 884 !	20 538	21 279	20 326	20 89
Corporate services		25 285	9 635	12 193	17 086	17 206	12 155	16 390	16 232	16 96
Community and public safety		51 091	30 213	27 484	38 541	43 048	28 207	44 009	41 482	34 69
Community and social services		1 908	3 865	5 422	800	4 266	3 458	1	2 300	2 40
Sport and recreation		993	1 036	365	300	300	300	1		: 30
Public safety		13 889	14 477	10 946	24 693	25 400	13 710	1		18 79
Housing		1 151	_	345	994	1 000	332	1		46
Health		33 150	10 835	10 405	11 754	12 082	10 407	1		12 74
Economic and environmental services	İ	62 881	23 522	17 813	23 466	37 036	25 730		1	26 29
Planning and development	1	17 794	16 525	14 074	17 942	24 259	18 089			23 99
Road transport		45 087	6 997	j 3 739	5 524	12 778	7 641			2 29
•		43 001	0 331	0,00		-		1		
Environmental protection	į	24 548	10 435	7 682	9 765	15 909	16 576	5 392	869	92
Trading services Electricity		24 340	1 125	1 968	125	134	134	I	_	-
1		24 266	8 823	5 556	9 390	15 231	16 298		869	
Water	i	24 200	: 0 023	3 330	3 3 3 0	10 201	10 230	3332		,
Waste water management	İ	9	487	158	250	544	144	. _	_	
Waste management	: 4	3 947	5 008	3 105	6 269	7 443	: 4 704	1	3 529	3 57
Other	4	214 477	152 654	117 791	150 907	184 959	139 427		I	
Total Expenditure - Standard Surplus/(Deficit) for the year	3	(3 183)	(33 271)			104 939	(8 812	.	133 000	1,52 01

References

^{1.} Government Finance Statistics Functions and Sub-functions are standardised to assist the compilation of national and international accounts for comparison purposes

^{2.} Total Revenue by standard classification must reconcile to Total Operating Revenue shown in Budgeted Financial Performance (revenue and expenditure)

^{3.} Total Expenditure by Standard Classification must reconcile to Total Operating Expenditure shown in Budgeted Financial Performance (revenue and expenditure)

^{4.} All amounts must be classified under a standard classification (modified GFS). The GFS function 'Other' is only for Abbatoirs, Air Transport, Markets and Tourism - and if used must be supported by foolnotes. Nothing else may be placed under 'Other'. Assign associate share to relevant classification

Standard Classification Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/14	;	2014/15 Mediur	n Term Revenue Framework	& Expenditure
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue - Standard	!								404 546	405 056
Municipal governance and administration		111 687	98 158	96 031	104 209	112 922	116 939	101 538	104 518	105 066 6 654
Executive and council	i	6 804	23 579	8 883	13 161	17 139	6 168	7 354	6 378	5 654
Mayor and Council	1	2 631	22 249	3 212	4 816	6 203	4 644	6 420	5 411	
Municipal Manager		4 174	1 329	5 670	8 345	10 936	1 524	934	967	1 000
Budget and treasury office		91 750	67 250	84 387	83 121	83 705	103 396	91 504	95 385	95 582
Corporate services	i	13 132	7 329	2 761	7 928	12 078	7 375	2 680	2 755	
Human Resources		201	215	408	308	308	-	230	230	230
Information Technology		. 5	- 1	-	100	100	- 1	-	-	
Property Services	1	6 090	1 210	999	1 150	1 150	1 000	1 200	1 275	
Other Admin		6 836	5 904	1 354	6 370	10 520	6 375	1 250	1 250	
Community and public safety	i	29 715	6 284	5 912	12 944	17 389	557	34 991	23 890	20 350
	1	1 808	3 826	5 181	800	4 266	557	3 200	· -	· -
Community and social services		1 808	3 826	5 181	800	4 266	557	3 200	-	_
Libraries and Archives	·	1000	3 020	3 10,	1			1		
Museums & Art Galleries etc	1	- !	*	Į.		-				!
Community halls and Facilities	- 1	_ :	i	1	į				İ	
Cemeteries & Crematoriums		, 0	!		I					
Child Care	1	- 1		ļ				1		I
Aged Care	ļ	- 1	1	Ì		'			1	1
Other Community		- 1	1		i			ŀ		
Other Social	i	-	;	- [1		
Sport and recreation		- '	1 036	731		'				
Public safety		4 086	1 000		11 144	11 796		20 556	18 266	10 276
·	- 1	-							:	
Police	- [374	j		11 144	11 796	_	_	-	· -
Fire										
Civil Defence	- 1	- 1	i			ļ			i	
Street Lighting	ļ	i'		i				20 556	18 26	6 i 10 276
Other	1	3 712	1 000					590	_	
Housing	- 1	1 151	439		600	600		1	- !	4 10 074
Health		22 670	(16)	-	400	728	-	10 645	5 62	4 10 074
Clinics		22 670	(16)		400	728		1		
Ambulance	-							1		
		_ !	_	, - 1	ì			10 648	5 562	
Other Economic and environmental services	+	49 619	8 888	3 042	19 634	33 205	9 280	13 429	7 20	0 7 261
	1	7 453	3 997	1 960	14 451		2 443	6 10	5 00	0 5000
Planning and development		2 508	2 859	1 548	4 851	7 529	1 443	1 400	500	o 5 000
Economic Development/Planning				412	9 600	1	1 000			
Town Planning/Building enforceme	nt :	4 946	1 138	412	5000	10 255		1		
Licensing & Regulation	İ				4 901	12 155	6 837	7 32	9 2 20	0 2 261
Road transport		42 166	4 891	1 081	1	i	6 837			i
Roads	i	42 166	4 891	1 081	4 901	12 155	0001	7 32	220	220
Public Buses	ļ	_	į		1	1				1
Parking Garages	i	-	1	İ		İ	1			İ
Vehicle Licensing and Testing		_					İ			
Other					ļ	!		1	:	
Environmental protection		·	_		282	282	_		•	· -
	i						1			
Pollution Control					Į.	ļ		1	i	ļ
Biodiversity & Landscape	!	-			282	282			1	i
Other		-		5 645				177	5	_
Trading services	- [20 273	6 053			i		I		_
Electricity		205							1	1
Electricity Distribution	- 1	_	1 125	1 948	125	5 134	13	†		
Electricity Generation	i	205			<u>.</u>		ļ . — — <u>— — — — — — — — — — — — — — — — </u>		!	
Water		19 949	4 443	3 381	8 649					- ; -
Water Distribution	i	19 949	4 443	3 381	8 649	9 14 496	3 70	5 177	75	İ
Water Storage	- !	_	i		Į.			1		!
Waste water management		·		T	- -				- 1	- , -
	i	i -	1				i	1		i
Sewerage		į	1		l		1	1		ļ
Storm Water Management		-	1	1	1		1		i	· i
Public Toilets	i	-	ļ	316	250	0 544		·	<u>-</u>	
Waste management	į	119	1					1	ļ.	
Solid Waste		119	486	316	1	·		. 19	76	
Other		-	·	! T.	5 09	5 6 269			'- - ···	
Air Transport	- 1	_			I		İ	1	1	
Abattoirs		-		I	1		. !	1 .	;	
Adaudis					1 500	5 6 269	ב	19	75 i	i
		_	-	-	5 09	0 20:	7 ;			
Tourism	i	! -	-	!	509	5 620	7	1	-	
	i	-	-	!	2.08	5 620	"	"	08 1350	508 132 6

penditure - Standard				** ACC	04 500	64 210	65 403	64 407	67 185
Municipal governance and administration	72 009	83 476	61 706	72 866	81 522 41 432	31 517	27 734	27 849	29 335
Executive and council	40 777	32 050	27 115	38 058 17 411	18 154 ;	12 648	17 541	17 496	18 495
Mayor and Council	19 583	15 484	14 444 12 671	20 648 ;	23 278	18 869	10 193	10 354	10 840
Municipal Manager	21 193	16 565 41 792	22 398	17 722	22 884	20 538	21 279	20 326	20 890
Budget and treasury office	25 285	9 635	12 193	17 086	17 206	12 155	16 390	16 232	16 960
Corporate services	3 413	1 929 !	1 925	2 458	2 458	1 730	2 507	2 343	2 433
Human Resources	2 167	2 133	2 533	3 150	3 150	901	3 036	3 204	3 376
Information Technology	384	797	1 033	1 593	1 593	1 850	1 441	1 471	1 500
Property Services	19 321	4 775	6 702	9 885	10 005	7 674	9 406	9 213	9 65
Other Admin	51 091	30 213	27 484	38 541	43 048	28 207	44 009	41 482	34 69
Community and public safety Community and social services	1 908	3 865	5 422	800	4 266	3 458	3 000	2 300	2 40
- ·	1 808	3 803	5 422	800	4 266	3 458	3 000	2 300	2 40
Libraries and Archives Museums & Art Galleries etc			-				:	İ	
Community halls and Facilities	i - :	ļ			!	- 1	İ	!	
Cemeteries & Crematoriums	100	62	- 1					i	
Child Care	1 21		-	İ	ļ		!		
Aged Care	- :		-		!	1	Ì	!	
Other Community	_	ı	0		i				
Other Social	_ !	i				Į.	*		
Sport and recreation	993	1 036	365	300	300	300	300	300	30
Public safety	13 889	14 477	10 946	24 693	25 400	13 710	28 264	26 356	18 79
Police	! - !		1	1			į.	į	
Fire :	6 277	9 875	5 641	17 104	17 755	9 4 1 6	1		
Civil Defence	-	į			!			i	
Street Lighling	_ !		- 1				ļ	i	
Other	7 612	4 602	5 304	7 589	7 646	4 294	28 264	26 356	18 7
Housing	1 151		345	994	1 000 .	332	1 005	440	4
Health	33 150	10 835	10 405	11 754	12 082	10 407	11 440	12 086	127
Clinics	33 150	1 361	872	100	428	317			
Ambulance	- <u>-</u> .			İ			İ	i	
Other	_	9 473	9 533	11 654	11 654	10 090	11 440	12 086 ;	127
Economic and environmental services	62 881	23 522	17 813	23 466	37 036	25 730	31 897	25 321	26 2
Planning and development	17 794	16 525	14 074	17 942	24 259	18 089	24 886	23 090	23 9
Economic Development/Planning	5 646	4 581	4 394	5 497 [!]	8 176	5 658	13 749	16 462	17 0
Town Planning/Building enforcement	12 148	11 943	9 680	12 444	16 083	12 430	11 137	6 627	69
Licensing & Regulation	_	İ			İ	,			
Road transport	45 087	6 997	3 739	5 524	12 778	7 641	7 011	2 232	2 2
Roads	45 087	6 997	3 739	5 524	12 778	7 641	7 011	2 232	2 2
Public Buses	_ ;	i					;		
Parking Garages				ļ				!	
Vehicle Licensing and Testing	-	•	1		-			1	
Other	-	i					i		
Environmental protection	-		-	-	_	-	-	-	
Pollution Control	- 1	-	,		1		İ		
Biodiversity & Landscape	-			İ				İ	
Other	_ '				!				
Trading services	24 548	10 435	7 682	9 765	15 909	16 576	5 392	869	
Electricity	274	1 125	1 968	125	134	134	- !	-	
Electricity Distribution	- 1	1 125	1 968	125	134	134		-	
Electricity Generation	274	1							
Water	24 266	8 823	5 556	9 390	15 231	16 298	5 392	869	
Water Distribution	24 266	8 823	5 556	9 390	15 231	16 298	5 392 ¹	869	1
Water Storage	- '				:		i.		
Waste water management	- 1	-			- ;	-	-		
Sewerage	-	i		i	İ			-	
Storm Water Management	- "			!	ļ.		ı		
Public Toilets			<u> </u>						
Waste management	9	487	158	250	544	144	- !	-	
Solid Waste	9 '	487	158	250	544	144	سلبيري		
Other	3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3
Air Transport	- 1				i	· l			
Abattoirs	- !				ļ			İ	
Tourism	3 947	5 008	3 105	6 269	7 443	4 704	7 007	3 529	3
Forestry	-		ļ		1			i	
Markets	-	i	- 1	_ i			l :.		
	3 214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132
Surplus/(Deficit) for the year	(3 183)	(33 271)	(7 161)	- !	- !	(8 812)] -	- !	

Table A3 - Budgeted Financial Performance (revenue and expenditure by municipal vote)

1. Table A3 is a view of the budgeted financial performance in relation to the revenue and expenditure per municipal vote. This table facilitates the view of the budgeted operating performance in relation to the organisational structure of Cacadu District Municipality.

DC10 Cacadu - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/14	4	2014/15 Mediur	n Term Revenue Framework	& Expenditure
R thousand	i i	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Vote	. 1								2.0-0	0.054
Vote 1 - Executive and council	!	5 982	8 344	8 883	7 231	8 796	6 168	7 354	6 378	6 654
Vote 2 - Finance and Corporate Services		107 972	73 821	87 149	91 049	95 783	110 771	94 184	98 140	98 412
Vote 3 - Planning and Infrastructure development		7 453	3 997	1 960	20 381	29 111	2 443	6 100	5 000	5 000
Vote 4 - Health	1	22 670	- !	-	682	1 010	_	10 645	5 624	10 074
Vote 5 - Community Services		1 908	13 613	5 181	800	4 266	557	3 200	_	_
Vote 6 - Housing	, '	1 151	104	-	600	600	-	590	_	_
Vote 7 - Public Safety		3 003	1 000	- 1	11 144	11 796	-	20 556	18 266	10 276
Vote 8 - Sport and Recreation		_	2 072	731	- 1	- !	-	-	_	-
Vote 9 - Waste Management	i '	119	974	316	250	544	-	_	_	·
Vote 10 - Roads		41 166	4 891	1 081	4 901 !	12 155	6 837	7 329	2 200	2 261
Vote 11 - Water	:	15 649	4 443	3 381	8 649	14 496	3 705	1 775	_	-
Vote 12 - Electricity		274	1 117	1 948	125	134	134	-	-	-
Vote 13 - Other	i,	3 947	5 008	-	5 095 '	6 269	_	1 975	-	-
0		_	-	-	-	- .	-	-	_	-
0		- !	_	-	- !	- [-	-		
Total Revenue by Vote	2	211 294	119 384	110 629	150 907	184 959	130 615	153 708	135 608	132 67
Expenditure by Vote to be appropriated	1		Ï	ļ	!	i		1	I	!
Vote 1 - Executive and council		45 154	29 274	29 146	37 558 [‡]	40 932	38 262	37 122	36 916	39 04
Vote 2 - Finance and Corporate Services	:	31 205	52 953	33 894	34 808	40 090	32 384	37 759	36 557	37 85
Vote 3 - Planning and Infrastructure development	1	17 788	17 406	14 909	18 442	24 759	18 530	15 407		1
Vote 4 - Health		33 150	10 835	10 405	11 754	12 082	10 407	11 440		
Vote 5 - Community Services	į.	1 908	3 803	5 422	800	4 266	3 458	3 000	2 300	2 40
Vote 6 - Housing	:	1 151	439	345	994	1 000	332	1 005	440	
Vote 7 - Public Safety		13 889	14 477	10 946	24 693	25 400	13 710	28 264	26 356	18 79
Vote 8 - Sport and Recreation	:	993	1 036	296	300	300	300	300	300	30
Vote 9 - Waste Management		! 9 i	487	158	250	544	144	-		-
Vote 10 - Roads	į	45 087	6 997	3 739	5 524	12 778	764	7 011		
Vote 11 - Water		19 922	8 823	4 601	9 390	15 231	16 298	5 392	869	92
Vote 12 - Electricity		274	1 117	824	125	134	134	-	-	; -
Vote 13 - Other		. 3 947	5 008	3 105	6 269	7 443	4 704	. 7 007	3 529	3 57
0	i		_	_	-	- :	-	_	_	-
	!	_	_	_	_	_	-	_	-	-
Total Expenditure by Vote	2	214 477	152 654	117 791	150 907	184 959	139 427	153 708	135 608	132 67
Surplus/(Deficit) for the year	2	(3 183)	(33 271)	(7 161)		_	(8 812	ol	_	Τ

References

1. Insert 'Vote', e.g. department, if different to standard classification structure

2. Must reconcile to Budgeted Financial Performance (revenue and expenditure)

3. Assign share in 'associate' to relevant Vote

Table A4 - Budgeted Financial Performance (revenue and expenditure)

- 1. Total revenue is R153.7 million in 2014/15 and drops to R135.6 million in 2015/16 and R132.7 million by 2016/17.
- 2. Transfers recognised operating; includes the local government equitable share and other operating grants from national and provincial government.

No. 4.4 Concolidated Budgeted Financial Performance (revenue and expenditure)

OC10 Cacadu - Table A4 Consolidated B Description	Ref	2010/11	2011/12	2012/13		rrent Year 2013/1	4	2014/15 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue By Source		1					1			
Property rates	2	- ;	- '	-	- ;	- :	- [_	_	-
Property rates - penalties & collection charges	: 1	367		1					İ	i
Service charges - electricity revenue	. 2	- 1	- !	- [- '	- !	_	-	_	- 1
Service charges - water revenue	2	152	- ;	-	- j	-	-	-		-
Service charges - sanitation revenue	2 :	104	-	-	- !	-	-	-	-	
Service charges - refuse revenue	2	- 1	- ;	-	- j	- ;	-	-	_	-
Service charges - other			į	i	ļ					
Rental of facilities and equipment		1 111	1 107	1 077	1 150	1 150	1 000	1 200	1 275	1 350
Interest earned - external investments	! !	22 987	17 159	15 399	10 400	10 400	10 400	11 500	9 400	7 800
	. 1	22 301								
Interest earned - outstanding debtors		i		ŀ		l i			!	!
Dividends received		į	İ	i						
Fines		:	i				i			İ
Licences and permits	: 1		0.1	20	07	27		30	30	30
Agency services	:	33	21	32	27		05 500	92 375		
Transfers recognised - operational		179 888	91 682	89 706	89 419	96 815	95 580		1	
Other revenue	2	6 652	9 013	4 223	49 912	76 568	23 635	48 603	3 24 120	20 580
Gains on disposal of PPE	1 1	:	402	192		ļ				400 000
Total Revenue (excluding capital transfers and contributions)		211 294	119 384	110 629	150 907	184 959	130 615	153 70	135 608	132 677
Even and distance Day Turne							i			!
Expenditure By Type Employee related costs	. 2	31 509	32 962	36 441	41 595	46 605	38 045	46 27	8 48 645	51 163
Remuneration of councillors		4 565	5 264	5 665	5 683	6 326	5 080	6 89	4 7 335	7 804
Debt impairment	3	(63)	21 614	15		j			i	8
Depreciation & asset impairment	2	4 500	1 622	975	2 033	2 033	1 484	1 50	5 1 50	5 1 505
Finance charges	i	11	1	-			i		I	-
Bulk purchases	2	6	-	- '	_	_	-	-	-	_
Other materials	: 8									4.500
Contracted services		3 242	2 674	2 797	5 020		2 058			i
Transfers and grants	:	111 765	26 219	19 182	39 553		23 863 68 899	1		
Other expenditure	4, 5	58 942	62 299	52 717	57 023	83 058	. 00 033	13 03	9 43 04	42 000
Loss on disposal of PPE			450.05	1	450.007	184 959	139 427	153 70	8 135 60	8 132 677
Total Expenditure		214 477	152 654	117 791	150 907	104 959			100 00	
Surplus/(Deficit)	į	(3 183)	(33 271)	(7 161)	-	-	(8 812	-	-! -	-
Transfers recognised - capital	6	i _	_	_	_	-	_	-	. -	_
Contributions recognised - capital Contributed assets			<u> </u>	!		\			1	
Surplus/(Deficit) after capital transfers & contributions	į	(3 183)	(33 271)	(7 161)	-	-	(8 812	-	- -	-
Taxation Surplus/(Deficit) after taxation	!	(3 183)	(33 271)	(7 161)	_		(8 812	2)	-	:
Attributable to minorities			i	1						
Surplus/(Deficit) attributable to municipality	i	(3 183)	(33 271)	(7 161)	-	: =	(8 812	2)	- -	- -
Share of surplus/ (deficit) of associate	7	:	1							
Surplus/(Deficit) for the year		(3 183)	(33 271) (7 161)	il	_	(8 81)	2)	-	· -

References

- 1. Classifications are revenue sources and expenditure type
- 2. Detail to be provided in Table SA1
- 3. Previously described as 'bad or doubtful debts' amounts shown should reflect the change in the provision for debt impairment
- 4. Expenditure type components previously shown under repairs and maintenance should be allocated back to the originating expenditure group/item; e.g. employee costs
- 5. Repairs & maintenance detailed in Table A9 and Table SA34c
- 6. Contributions are funds provided by external organisations to assist with infrastructure development; e.g. developer contributions (detail to be provided in Table SA1)
- 7. Equity method

Table A5 - Budgeted Capital Expenditure by vote, standard classification and funding source

- 1. Table A5 is a breakdown of the capital programme in relation to capital expenditure by municipal vote (multi-year and single-year appropriations); capital expenditure by standard classification; and the funding sources necessary to fund the capital budget, including information on capital transfers from national and provincial departments.
- 2. The MFMA provides that a municipality may approve multi-year or single-year capital budget appropriations. R10 million of the total R13.7 million has been allocated to the relocation of the Cacadu District Municipality office. Another R15 million is budgeted on the two outer years.

d Budgeted Capital Expenditure by yote, standard classification and funding

Vote Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Mediu	n Term Revenue Framework	
thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year + 2016/17
apital expenditure - Vote	1	-	T I							
ulti-year expenditure to be appropriated	. 2		:	4	Í			40.000	40.000	5 000
Vote 1 - Executive and council		- 1	-	-	10 000	10 000	-	10 000	10 000	: 5000
Vote 2 - Finance and Corporate Services			-	-	- ;	- ;	-	-	-	_
Vote 3 - Planning and Infrastructure development	1 1	- :	-	- 1	- 1	-	-	_	-	! -
Vote 4 - Health	- 1	- '	-	-	-	- :	-	-	-	
Vote 5 - Community Services	- :		-	- [~	-	-	-	_	_
Vote 6 - Housing		-		- 1	-	- i	-	_	! -	_
Vote 7 - Public Safety		_ ;	- i	-	- '	- '	-	-		-
Vote 8 - Sport and Recreation	. !		-	-	-	- i	_	_	_	ļ -
Vote 9 - Waste Management	1 1	- ;	-	-	-	-	~	_	_	-
Vote 10 - Roads		- !	-	-	-	- 1	_	-		. -
Vote 11 - Water			-	-	-	-	_	-	-	
Vote 12 - Electricity	1 1	- i	-	-	-	-	-	ļ -	-	-
Vote 13 - Other		- :	-	-		- ;	-	-		!
0	1	- ;	-	-	-	-	-	-	-	-
Ö	1 1	-	- '	-	-	!		<u> </u>		<u>!</u> :
apital multi-year expenditure sub-total	7		_ 1		10 000	10 000	-	10 000	10 000	5 00
-									1	
ingle-year expenditure to be appropriated	2 :						00.0		.!	1
Vote 1 - Executive and council		1 718	691	1 083	795	904	904	519		
Vote 2 - Finance and Corporate Services		1 896	667	996	1 321	2 171	2 171	2 766		
Vote 3 - Planning and Infrastructure development	1 3	1 609	418	127	43 !	43	43		i -	1
Vote 4 - Health	!!	920	-	341	760	760	760	211	_	į ,
Vote 5 - Community Services		- i	-	-	-	_	-	-	-	
Vote 6 - Housing	:	_		_	_	_	-	-	-	!
Vote 7 - Public Safety	İ	960	88	966	104	104	104	.] 109	-	1 .
Vote 8 - Sport and Recreation				_	-	-	-	-	-	
		_ !	_	_	_ '	-	! _	-	-	1 .
Vote 9 - Waste Management	-	_ !	_		_	i -] -	i -	
Vote 10 - Roads	i		_	_	_	_	_	1:	3 -	
Vote 11 - Water	i	-	_	_	_	! <u>-</u>	_	_	_	ļ
Vote 12 - Electricity		-	_	i _	8	i 8				1
Vote 13 - Other	!	-	_		L .	"		Ί _	_	
0	:	-	-	-	1 -	-	_			ļ
0	İ	-						3 73		·
Capital single-year expenditure sub-total		7 103	1 864	3 514	3 030	3 990	3 990			
Total Capital Expenditure - Vote		7 103	1 864	3 514	13 030	13 990	3 990	13 73	1 10 00	0 50
Capital Expenditure - Standard		i						1	I	1
Governance and administration		3 614	1 358	2 079	12 115	13 075	3 075	5 12 98	8 10 00	0 50
	:	1 718	691	1 083		10 904	904	4 10 22	2 10 00	0 50
Executive and council		1 390	647	996	1		1 16	1 2 52	9 '	i
Budget and treasury office	!	1	: 20		410	1		1	7	İ
Corporate services	i	506	88	966	•	1		1		.
Community and public safety	İ	1 880	96	300	1 104	:		1	1	i
Community and social services	;			1		İ	İ			
Sport and recreation					يم أ	104	. 10	4 10	10	
Public safety	ļ	960	88	966	104	104		* "	13	II.
Housing		į	:	i		1	i	1	i	
Health		920	i		!					-
Economic and environmental services		1 609	418		1					
Planning and development		1 609	418	468	811	811	81	1 6	54	
Road transport		1	İ		1					ļ
Environmental protection	i			!		:				
Trading services		-		; -	-	i -	· -	• •	- ;	• [
Electricity		!		!	ļ		ĺ			
Water			ļ			!				ļ
Waste water management		i		i			1	1	1	1
· ·		•	i		ļ		İ			
Waste management				1					!	!
Other		 		7.54	4 13 030	13 99	0 399	90 13 7	31 100	00 5
Total Capital Expenditure - Standard	3	7 103	1 864	3 51	4 13 030	1 13 23	35	10 1	100	
Funded by:	i		1			:			ļ	ļ
National Government		1				1		Į.		
Provincial Government			:	!	l	İ	i		}	
	i		i	-	1	!				
District Municipality	!	1	-	1	1	i	•			
Other transfers and grants		L		- i	:			1		-
Transfers recognised - capital	4	-	-	-	. 1	-	· [
Public contributions & donations				i			1		1	!
Borrowing	: 6		. 1					00 40-	31 100	100 5
Internally generated funds		7 103	- 1			·		l		
		7 10	1 86	4 3 51	4 13 03	0 13 9 9	0 39	90 137	31 100	mer i

- 1. Municipalities may choose to appropriate for capital expenditure for three years or for one year (if one year appropriation projected expenditure required for yr2 and yr3).

 2. Include capital component of PPP unitary payment. Note that capital transfers are only appropriated to municipalities for the budget year

 3. Capital expenditure by standard classification must reconcile to the appropriations by vote

- 4. Must reconcile to supporting table SA20 and to Budgeted Financial Performance (revenue and expenditure)
- 5. Must reconcile to Budgeted Financial Performance (revenue and expenditure)
- 6. Include finance leases and PPP capital funding component of unitary payment total borrowing/repayments to reconcile to changes in Table SA17
- 7. Total Capital Funding must balance with Total Capital Expenditure
- 8. Include any capitalised interest (MFMA section 46) as part of relevant capital budget

DC10 Cacadu - Table A5 Consolidated Budgeted Capital Expenditure by vote, standard classification and funding

Vote Description	Ref	2010/11		2011/12	2012/13	_].	Cui	rrent Year 2013/	14		lium Term Revent Framework		
thousand	1	Audited Outcome	-	Audited Outcome	Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Ye 2014/15	Budget Year 1 2015/16	1 Budget Year +2 2016/17	
apital expenditure - Municipal Vote	2		!		_		-	-				ļ	
ulti-year expenditure appropriation	2		:			1	10 000	10 000	· ·	10 0	00 . 10 00	υ, 5 000	
Vote 1 - Executive and council	1	-		-	i	-	10 000	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,			- -	. -	
1.1 - Council's expenses 1.2 - Office of the speaker						1	-			1	- : -	. i	
1.3 - Office of the municipal manager	! '		-		ļ		10 000	10 000	-	100	00 10 00	0 5 000	
1.4 - Capacity building						1						· ·	
1.5 - Performance management	1 1				,		ļ			1	_ .	. -	
1.6 - Mayoral committee						1			ı	1	- ; .	. ; –	
1.7 - Management - Finance and Corporate Services 1.8 - Management - Economic Development			i		ļ		•		İ		- -	- -	
1.9 - Management - Planning and Infr Development						1			1	1		- <u>-</u>	
1.10 - Other	1 1		i		ļ				1		-	-	
Vote 2 - Finance and Corporate Services	٠.		-	-		-	-	-		·	- '	- 	
2.1 - Financial Accounting Division					ļ						_	_ _	
2.2 - Revenue Collection		:				1			1	1	- ;	- , -	
2.3 - Payroll Administration 2.4 - Information Technology	:	!			1						- 1	-	
2.5 - Pensioners Expenditure - Roadworks						Ì			i	ł	- ,	-	
2.6 - Security and Cleaning		:	i		1				!		_	_	
2.7 - Finance Management and Support									1	1	- - i	_	
2.8 - Public Relations		!	j		ł			i			-	_ -	
2.9 - People Management 2.10 - Other	'	1				ľ			1	ł	- ;	- ¦ -	
Vote 3 - Planning and Infrastructure developme	nt	!	_	_	l l	_	_		ļ	-	-	- -	
3.1 - GIS Specialist		i						İ	i	•	- ;	- -	
3.2 - HOD - Planning Unit				i i	1				!		-	- -	
3,3 - Project Management		ì							i	1	_	_ : -	
3.4 - Local Economic Development		!		 	· I				-		<u> </u>	_ .	
3.5 - Planning Unit	-	i		I			Ì		į	-	- ;	- ; -	
3,6 - Trade and Investment 3,7 - Planning and Infra - Admin Support	į	!			ļ						-	- -	
Oil of Johnson and Committee of the Comm		1		ı			•	İ	İ	ł	- '	- ;	
		İ		i	4							<u> </u>	
		1							i	ł		_ i .	
Vote 4 - Health	i	-	-			-	-		•	-	_	_	
4.1 - Primary Health Care	!						1		İ	ł	- :	- :	
4.2 - Environmental Health 4.3 - Environmental Health Management	-	i		:	ļ			1			-	-	
4.4 - Clinics	1	!		i			Ì		i	1	-	- :	
	į			1							-	-	
Vote 5 - Community Services	!		-	-		-	· -	1	- !	-	- :	- :	
5.1 - Cemetries - Other	:			i	ļ						_	_	
5.2 - Libraries				:			1	!	i	1	- :		
Vote 6 - Housing	i	;	-		· [-	-		-	-	<u> </u>	_	
6.1 - Housing Coordinator		1					1		1	į	- '	- :	
6.2 - Housing Rietbron	1	1		:	_	_	_		_	_	-	-	
Vote 7 - Public Safety 7.1 - Disaster Management			-		·	_	1	į	1	ŀ	-	- !	
7.1 - Disaster Management 7.2 - Fire Services	- !	İ			-						-	-	
Vote 8 - Sport and Recreation			_	Ι.	-	_	1 -	.	-	-	- !	- '.	
8.1 - Sport grounds	i			1	•		1				~	- i	
8.2 - 2010 World Cup	•						1			l l	- !	- !	
Vote 9 - Waste Management	į		-	1	- [-	1 -	- ;	~	-	-	_	
9.1 - Sanitation and Refuse - Rietbron				!			1				_ (-	
9.2 - Solid Waste	;										-	-	
9.3 - Waste Water	:			:	_ 1			_		_	_ !	_ !	
Vote 10 - Roads 10.1 - Roads and Transport	i		-		- 1	-			İ		-	-	
10.2 - Roads and Transport 10.2 - Roads - Rietbron roads streets and public	: places			i				ļ	1		- '	- !	
10.3 - Roads - Rietbron											-	-	
Vote 11 - Water			_		-	-	.]	-	- :	- [- !	-	
11.1 - Water Services Authority					-		1				<u> </u>	_	
11.2 - Water - Rietbron	'			:	1		1		'		- i	- 1	
Vote 12 - Electricity		:	-	-	-	-	· [- '	-	-	_	_	
12.1 - Electricity - Other	:							}		l	_ !	. !	
12.2 - Electricity - Rietbron		1						!	İ	1	-	-	
12.3 - Streetlights - Rietbron	į	1		į	_ 1		_ 1	_	_ :		- !	- 1	
Vote 13 - Other		:	-		- 1			i	İ	1	-	- j	
13.1 - Tourism, Promotion and Development				İ				İ		[<u>- </u>	!	
Capital multi-year expenditure sub-total					- 1		_ 10.1	000 10	000	-	10 000	10 000	

O-Walauman dibura Municipal Voto		:		-		<u></u>		:	- 1	
Capital expenditure - Municipal Vote Single-year expenditure appropriation	2				İ				:	
Vote 1 - Executive and council	•	1 718	691	1 083	795	904	904	519 [!]	-	-
1,1 - Council's expenses	i	455	587	84		-	-	38	İ	,
1.2 · Office of the speaker 1.3 · Office of the municipal manager	- !	400		36	32	32	32	134	ļ	
1.4 - Capacity buidling	į	!		35	İ	110	110	50		ļ
1.5 - Performance management	:	15		929	!	-!	_	!	İ	
1.6 - Mayoral committee 1.7 - Management - Finance and Corporate Service	es	!	22	323	1	-	-	İ		
1.8 - Management - Economic Development		:	82		657	657 İ	657	157		
1.9 - Management - Planning and Infr Development	t		-	İ	106	106	106	140		
1.10 - Other		1 248	567	000	1 321	2 171	2 171	2 766	_ i	_ \
Vote 2 - Finance and Corporate Services 2.1 - Financial Accounting Division		1 896 64	667	996 403	20	100 j	100	2 100		
2.1 - Financial Accounting Division 2.2 - Revenue Collection			13	2	5	5	5		1	ļ
2.3 - Payroll Administration		20			000	4.060	1 056	2 018 :		İ
2.4 - Information Technology		143	435	483	886 i	1 056	- 030	2010		
2.5 - Pensioners Expenditure - Roadworks 2.6 - Security and Cleaning			ļ		ļ	- '	-		İ	ļ.
2.7 - Finance Management and Support	1 !	i		40	36	36	36	i	1	
2.8 - Public Relations		195	20	7		-	-		İ	
2.9 - People Management				62	72 !	672	672 302	316 ! 432 ,		
2.10 - Other		1 474	200		302	302	43	107	_ !	_]
Vote 3 - Planning and Infrastructure development	1 1	1 609	418	127	43	43 !	43 -	int i	-	- 1
3.1 - GIS Specialist 3.2 - HOD - Planning Unit		1		24	1	-	-		!	
3.3 - Project Management	į ,	İ	402	9		_	-	71	j	ł
3.4 - Local Economic Development	!	4	16		8 1	8	8	13		
3.5 - Planning Unit		1 605		94	35	35	35	23	1	1
3.6 · Trade and Investment		:				<u>-</u> ;	- []]
3.7 • Planning and Infra • Admin Support					i		ļ		1	
		:			!	İ		!		
Vote 4 - Health	1	920	-	341	760	760	760	211	-	-
4.1 - Primary Health Care		!	1	ļ				!		
4.2 - Environmental Health	1	920		341	760 j	760	760	211	1	
4.3 - Environmental Health Management		!								1
4.4 - Clinics			1					:		
Vote 5 · Community Services 5.1 · Cemetries · Other 5.2 · Libraries		-	-	-	-	-	-	-	-	-
Vote 6 - Housing 6.1 - Housing Coordinator 6.2 - Housing Rietbron			-	-	<u>-</u> :	-			-	-
Vote 7 - Public Safety 7.1 - Disaster Management 7.2 - Fire Services		960 360 600	88 88	966 966	104 104	104	104 104	109 109	-	-
Vote 8 - Sport and Recreation 8.1 - Sport grounds 8.2 - 2010 World Cup		-	-	_ 0	-	-	-	-	- -	-
		:						:	İ	

Vote 9 - Waste Management 9.1 - Sanitation and Refuse - Rietbron 9.2 - Solid Waste 9.3 - Waste Water	-	-	-	-	-	-	-	-	-
Vote 10 - Roads 10.1 - Roads and Transport 10.2 - Roads - Rietbron roads streets and public places 10.3 - Roads - Rietbron	-	- l	_	-	-	_	-	-	-
Vote 11 - Water 11.1 - Water Services Authority 11.2 - Water - Rietbron	-	-	- 5	-	-	-	19	-	-
Vote 12 - Electricity 12.1 - Electricity - Other 12.2 - Electricity - Rietbron 12.3 - Streetlights - Rietbron	_	<i>-</i> l	-	-	-	-		-	-
Vote 13 - Other 13.1 - Tourism, Promotion and Development		<u>-</u> l		8 8	8 8	8 8	-	-	-
#REF! #REF! #REF! #REF! #REF!	-	-	-	-	-	-	-	-	-
#REF! #REF! #REF! #REF! #REF!	- 1	- }	-	-	-	-	-		_
Capital single-year expenditure sub-total Total Capital Expenditure	7 103	1 864 1 864	3 514 3 514	3 030 13 030	3 990 13 990	3 990 3 990	3 731 13 731	10 000	5 000

Explanatory notes to Table A6 - Budgeted Financial Position

- Table A6 is consistent with international standards of good financial management practice, and improves understandability for councilors and management of the impact of the budget on the statement of financial position (balance sheet).
- 2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e. assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
- 3. Table A6 is supported by an extensive table of notes (SA3) which provides a detailed analysis of the major components of a number of items, including:
 - · Call investments deposits;
 - · Consumer debtors;
 - · Property, plant and equipment;
 - Trade and other payables;
 - · Provisions non current;
 - · Changes in net assets; and
 - Reserves

DC10 Cacadu - Table A6 Consolidated Budgeted Financial Position

Description	Ref .	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Mediun	n Term Revenue Framework	& Expenditure
R thousand	-	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS		-	!			1				
Current assets		i		1	i	İ				
Cash	:				454.040	454.040	226 226	163 891	129 772	104 192
Call investment deposits	1.1 ;	305 951	268 613	253 850	154 912	154 912	226 226 2 061	160 691	129 112	104 132
Consumer debtors	1	3 098	2 036	1 061	1 061	1 061		15	15	_ 15
Other debtors		21	23	15	15	15	15	10	13	13
Current portion of long-term receivables	1 1	11 ,	- !	-	- "	_	_	_	-	
Inventory	. 2				455 000	455 000		163 907	129 787	104 207
Total current assets		309 082	270 672	254 927	155 988	155 988	228 302	102 901	129 101	104 207
Non current assets	1 1			İ					i	i
Long-term receivables		4 !	8	23	-	- !	-	-	_	-
Investments	1 1	-	- !	-	- '	7. (-	-	. 44.004
Investment property		14 254	14 526	14 881	14 526	14 526	14 881	14 881	14 881	14 881
Investment in Associate		- !	-	-	-	_ `	_	-	-	
Property, plant and equipment	3	68 445	33 994	36 689	99 700	99 700	39 196	51 422	59 917	63 412
Agricultural		- !	- ;	-	-	- !	-	_	-	-
Biological	. 1	- :	-	-	- !	:	_	-	-	-
Intangible		87 _i	87	87	87 j	87	87	87	87	87
Other non-current assets		-	31 907	33 358	-		33 358	33 358	33 358	33 358 111 737
Total non current assets		82 789	80 522	85 037	114 313	114 313	87 521	99 747	108 242 238 029	215 944
TOTAL ASSETS		391 872	351 194	339 964	270 301	270 301	315 823	263 654	238 029	210 944
LIABILITIES	!	. !						E		
Current liabilities	i		-							1
Bank overdraft	1	_	-	- 1	-	_ '	-	_	<u> </u>	ļ
Borrowing	4	3 405	3 034	4 706	-	- ;	_	4 000	4 000	4 000
Consumer deposits		-		_	_	-		_		
Trade and other payables	. 4	43 273	39 089	27 462	24 017	24 017	10 435			
Provisions		460	931	1 066		-	1 066			
Total current liabilities		47 138	43 054	33 234	24 017	24 017	11 501	14 266	14 266	14 26
Non current liabilities	:	:				·				
Borrowing		22	_	_	_	_	i -	-	_	-
Provisions		55 770	54 374	59 717	54 374	54 374	59 717	59 717	59 717	59 71
Total non current liabilities	1	55 792	54 374	59 717	54 374	54 374	59 717	59 717		
TOTAL LIABILITIES	- -	102 930	97 429	92 951	78 391	78 391	71 218	73 983	73 983	73 98
NET ASSETS	5	288 942	253 765	247 014	191 910	191 910	244 605	189 671	164 046	141 96
COMMUNITY WEALTH/EQUITY			i			į			1	
Accumulated Surplus/(Deficit)		210 635	175 993	167 550	114 139	114 139	165 142	110 208		!
Reserves	4	78 307	77 772	79 463	77 771	77 771	79 463	3 79 463	79 46	3 79 46
Minorities' interests	1 '			1	l					_1
TOTAL COMMUNITY WEALTH/EQUITY	5	288 942	253 765	247 014	191 910	191 910	244 60	189 67	1 164 04	141 96

References

- 1. Detail to be provided in Table SA3
- 2. Include completed low cost housing to be transferred to beneficiaries within 12 months
- 3. Include 'Construction-work-in-progress' (disclosed separately in annual financial statements)
- 4. Detail to be provided in Table SA3. Includes reserves to be funded by statute.
- 5. Net assets must balance with Total Community Wealth/Equity

DC10 Cacadu - Supporting Table SA3 Supportinging detail to 'Budgeted Financial Position' 2014/15 Medium Term Revenue & Expenditure Current Year 2013/14 2011/12 2012/13 2010/11 Framework Ref Description Budget Year +1 Budget Year +2 Adjusted Full Year **Budget Year** Original Audited Audited Audited 2014/15 2015/16 2016/17 Forecast Budget Budaet Outcome Outcome Outcome R thousand ASSETS Call investment deposits 34 192 66 226 33 891 39 772 34 912 34 912 4 571 117 613 90.850 Call deposits < 90 days 130 000 90 000 70 000 160 000 120,000 163 000 120 000 151 000 301 380 Other current investments > 90 days 163 891 129 772 104 192 154 912 154 912 226 226 253 850 268 613 2 305 951 Total Call investment deposits Consumer debtors 33 221 11 234 33 221 33 221 14 417 34 187 Consumer debtors (32 160) (9 173) (32 151) (11 319) (32 160) (32 160)Less: Provision for debt impairment 2 061 1 061 1 061 2 036 1 061 2 3 098 Total Consumer debtors Debt impairment provision (9.173) (32 160)(32 160) (32 160) (32 151) (11319)(11481)Balance at the beginning of the year 22 987 9 173 _ 63 (22016)(12)Contributions to the provision 99 1 184 Bad debts written off (9 173) (32 160) (32 160) (32 160) (11 319) (32 151) Balance at end of year Property, plant and equipment (PPE) 86 129 81 129 122 933 57 398 71 129 122 933 53 408 PPE at cost/valuation (excl. finance leases) 92 640 50 700 3 Leases recognised as PPE 21 212 22 717 18 202 19 707 23 232 23 232 16 706 16 718 24 195 Less: Accumulated depreciation 63 412 59 917 39 196 51 422 36 689 99 700 99 700 Total Property, plant and equipment (PPE) 2 68 445 33 994 LIABILITIES Current liabilities - Borrowing Short term loans (other than bank overdraft) 4 000 4 በበበ 4 000 3 405 3 034 4 706 Current portion of long-term liabilities 4 000 4 000 4 000 4 706 3 405 3 034 Total Current liabilities - Borrowing Trade and other payables 9 200 9 200 9 200 9 200 24 017 24 017 11 631 10 241 9 215 Trade and other creditors 1 235 30 401 20 405 38 596 Unspent conditional transfers (6 954) (1.553)(2.157)9 200 9 200 9 200 24 017 10 435 24 017 27 462 39 089 Total Trade and other payables 2 43 273 Non current liabilities - Borrowing _ 4 Borrowing Finance leases (including PPP asset element) 22 22 Total Non current liabilities - Borrowing Provisions - non-current 59 717 59 717 59 717 59 717 54 374 54 374 54 374 59 717 55 770 Retirement benefits List other major provision items Employee bonuses Other 59 717 59 717 59 717 54 374 54 374 59 717 59 717 55 770 54 374 Total Provisions - non-current CHANGES IN NET ASSETS Accumulated Surplus/(Deficit) 62 498 84 583 110 208 207 983 114 139 114 139 173 954 210 672 Accumulated Surplus/(Deficit) - opening balance 214 709 (4 036) (2690)(33271)GRAP adjustments 62 498 173 954 110 208 84 583 174 712 114 139 114 139 207 983 210 672 Restated balance (8812)(7.161)(3 183) (33271)Surplus/(Deficit) Appropriations to Reserves _ _ Transfers from Reserves Depreciation offsets 3 146 1 281 Other adjustments 84 583 62 498 165 142 110 208 167 550 114 139 114 139 210 635 175 993 Accumulated Surplus/(Deficit) Reserves Housing Development Fund Capital replacement Self-insurance Other reserves 79 463 79 463 79 463 79 463 77 771 77 772 79 463 77 771 78 307 Revaluation 79 463 79 463 79 463 79 463 77 771 77 771 79 463 2 78 307 77 772 Total Reserves 141 961 244 605 189 671 164 046 288 942 253 765 247 014 191 910 191 910 TOTAL COMMUNITY WEALTH/EQUITY 2 Total capital expenditure includes expenditure on nationally significant priorities: Provision of basic services

4	1

Explanatory notes to Table A7 - Budgeted Cash Flow Statement

- 1. The budgeted cash flow statement is the first measurement in determining if the budget is funded.
- It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

DC10 Cacadu - Table A7 Consolidated Bud Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Medium Term Revenue & Expenditure Framework			
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
CASH FLOW FROM OPERATING ACTIVITIES	1							. !			
Receipts		·	Ì		F4 000	77 744	24 635	49 833	25 425	: 21 960	
Ratepayers and other	. !	8 419	10 543	5 524	51 088 89 419	96 815	95 580	92 375	100 783	102 917	
Government - operating	1	179 888	91 682	89 706	89 4 19	90 919	90 000	32 010	-		
Government - capital	1	-	_	-	40.400	10 400	10 400	11 500	9 400	7 800	
Interest		22 987	17 159	15 399	10 400	10 400	10 400	1, 500	-		
Dividends		-	- ;	-	-	-!	_	_			
Payments	1	: '		400 700	(444.054)	(143 043)	(115 564)	(132 552)	(111 708)	(107 877	
Suppliers and employees		(162 878)	(128 526)	(99 703)	(111 354)	(143 043)	(110 304)	(102 302)	. (,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,		
Finance charges		(11)	(1)		(20.552)	(41 916)	(23 863)	(21 156)	(23 900	:)	
Transfers and Grants	1	(111 765)	(26 219)	(19 182)	(39 553)	(41910)	(8 812)		(20 000	'i <u>\-</u>	
NET CASH FROM/(USED) OPERATING ACTIVITIES		(63 360)	(35 362)	(8 255)		<u>_</u>	(0 012)	<u> </u>	ļ	.,	
CASH FLOWS FROM INVESTING ACTIVITIES		·			'				i		
Receipts	- !	i !								_	
Proceeds on disposal of PPE		· _ !	250	288	- ;	-	_	_	1	! _	
Decrease (Increase) in non-current debtors	i	4	(2)	i 8	-	-	_	-	! _	_	
Decrease (increase) other non-current receivables	i	26	8	į (15) ⁱ	_	_ i	_	· -		_	
Decrease (increase) in non-current investments	İ	-		ļ.	- !	- !	_	-	_	_	
Payments	!	: !				40.000	12.000	(13 731	(10 000) (5 000	
Capital assets	1	(2 238)			(13 030)				<u></u>	'	
NET CASH FROM/(USED) INVESTING ACTIVITIES		(2 208)	(1 469)	(3 233)	(13 030)	(13 990)	(3 990	(13 731	10000	(3 00	
CASH FLOWS FROM FINANCING ACTIVITIES		İ		!		!	! !		1	ļ	
Receipts		i e	į	!			ĺ		_	1 _	
Short term loans	i	-	-	-	-	_	_	_	<u> </u>		
Borrowing long term/refinancing	ļ	_	i -	-	-	_	-	_	_		
Increase (decrease) in consumer deposits	1	_	-	· -	-	- i	_	-	-		
Payments	ļ		i	ļ		İ				_	
Repayment of borrowing	1	4 815	·				 	- -· ⁻	i		
NET CASH FROM/(USED) FINANCING ACTIVITIES	. !	4 815	50 493	(15 275	<u> </u>	. <u>-</u>	ļ -				
NET INCREASE/ (DECREASE) IN CASH HELD	Ī	(60 753)	13 662	(26 763)	(13 030)) (13 990)				•	
NET INCREASE/ (DECREASE) IN CASH RELD	. 2		103 951	' '	117 613	-	117 613				
Cash/cash equivalents at the year begin: Cash/cash equivalents at the year end:	2	i '	117 613		104 583	!	104 81	1 91 08	81 08	0 76 08	

References

1. Local/District municipalities to include transfers from/to District/Local Municipalities

^{2.} Cash equivalents includes investments with maturities of 3 months or less

Table A8 - Cash Backed Reserves/Accumulated Surplus Reconciliation

- 1. The cash backed reserves/accumulated surplus reconciliation is aligned to the requirements of MFMA Circular 42 Funding a Municipal Budget.
- In essence the table evaluates the funding levels of the budget by firstly forecasting the cash and investments at year end and secondly reconciling the available funding to the liabilities/commitments that exist.

DC10 Cacadu - Table A8 Consolidated Cash backed reserves/accumulated surplus reconciliation

DC10 Cacadu - Table A8 Consolidated C	Ref	2010/11 Audited Outcome	2011/12 Audited Outcome	2012/13		rent Year 2013/1	4	2014/15 Medium Term Revenue & Expenditure Framework			
R thousand				Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
Cash and investments available Cash/cash equivalents at the year end Other current investments > 90 days Non current assets - Investments Cash and investments available:	1 1	103 951 202 000 - 305 951	117 613 151 000 - 268 613	90 850 163 000 - 253 850	104 583 50 328 - 154 912	103 624 51 288 154 912	104 811 121 414 - 226 226	91 080 72 811 163 891	81 080 48 691 - 129 772	76 080 28 111 	
Application of cash and investments Unspent conditional transfers Unspent borrowing		38 596	30 401	20 40 5 -	 - 	-	1 235 -		- -	-	
Statutory requirements Other working capital requirements Other provisions	3	8 507	8 092	8 076	22 940	22 940	7 124	9 185	9 185	9 185	
Long term investments committed Reserves to be backed by cash/investments	5	200 899	- 174 712	167 550	69 374	69 374	165 142				
Total Application of cash and investments: Surplus(shortfall)	_ _	248 001 57 950	213 205 55 408	196 031 57 820	92 314 62 598	92 314 62 598	173 501 52 725		i	_!	

References

- Must reconcile with Budgeted Cash Flows
- 2. For example: VAT, taxation
- 3. Council approval for policy required include sufficient working capital (e.g. allowing for a % of current debtors > 90 days as uncollectable) 4. For example: sinking fund requirements for borrowing
- Council approval required for each reserve created and basis of cash backing of reserves

Explanatory notes to Table A10 - Basic Service Delivery Measurement

- 1. Table A10 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
- Cacadu District Municipality served the DMA area, which subsequently was transferred to the local municipalities, as from 01 July 2011.

DC10 Cacadu - Table A10 Consolidated basic service delivery measurement 2014/15 Medium Term Revenue & Expenditure Current Year 2013/14 2010/11 2012/13 Framework Description Ref Full Year Budget Year dget Year +1 Budget Year +2 Adjusted Original Outcome Outcome 2016/17 Outcome 2015/16 Budget Budget Forecast 2014/15 Household service targets Water: Piped water inside dwelling Piped water inside yard (but not in dwelling) 2 Using public tap (at least min.service level) Other water supply (at least min.service level) Minimum Service Level and Above sub-total Using public tap (< min.service level) Other water supply (< min.service level) No water supply Below Minimum Service Level sub-tota Total number of households Sanitation/sewerage: Flush toilet (connected to sewerage) Flush toilet (with septic tank) Chemical toilet Pit toilet (ventilated) Other toilet provisions (> min.service level) Minimum Service Level and Above sub-total Bucket toilet Other toilet provisions (< min, service level) No toilet provisions Below Minimum Service Level sub-total Total number of households Energy: Electricity (at least min service level) Electricity - prepaid (min.service level) Minimum Service Level and Above sub-total Electricity (< min.service level) Electricity - prepaid (< min. service level) Other energy sources Below Minimum Service Level sub-total Total number of households Refuse: Removed at least once a week Minimum Service Level and Above sub-total Removed less frequently than once a week Using communal refuse dump Using own refuse dump Other rubbish disposal No nubbish disposal Relow Minimum Service Level sub-total Intal number of households Households receiving Free Basic Service Water (6 kilolitres per household per month) Sanitation (free minimum level service) Electricity/other energy (50kwh per household per month) Refuse (removed at least once a week) 17 Cost of Free Basic Services provided (R'000) 8 Water (6 kilolitres per household per month) 55 Sanitation (free sanitation service) Electricity/other energy (50kwh per household per month) Refuse (removed once a week) 72 Total cost of FBS provided (minimum social package) Highest level of free service provided 15 Property rates (R value threshold) Water (kilolitres per household per month) Sanitation (kilolitres per household per month) Sanitation (Rand per household per month) 50 Electricity (kwh per household per month) Refuse (average litres per week) Revenue cost of free services provided (R'000) Property rates (R15 000 threshold rebate) Property rates (other exemptions, reductions and 2.536 rebates) 17 Water Sanitation 55 Electricity/other energy Municipal Housing - rental rebates Housing - top structure subsidies Other Total revenue cost of free services provided (total 2 612

social package) References

- Include services provided by another entity; e.g. Eskom
- 2. Stand distance <= 200m from dwelling
- 3. Stand distance > 200m from dwelling
- 4. Barehole, spring, rain-water tank etc.
- 5. Must agree to total number of households in municipal area
- 6. Include value of subsidy provided by municipality above provincial subsidy level
- 7. Show number of households receiving at least these levels of services completely free
- 8. Must reflect the cost to the municipality of providing the Free Basic Service

by Expenditure Item	8 :	1								
		1			!		1	1		
Employee related costs	:				İ					
Other materials	i				!	:			1	
Contracted Services		j	!		أبيد	205	004	1 232	1 232	1 232
Other Expenditure		2 455	574	388	991	995	831			
Total Repairs and Maintenance Expenditure	9 ;	2 455	574	388	991 !	995	831	1 232	1 232	1 232

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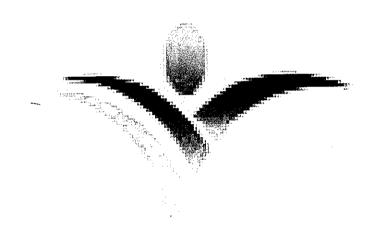
References

- Must reconcile with 'Budgeted Financial Performance (Revenue and Expenditure)
- 2. Must reconcile to supporting documentation on staff salaries
- 3. Insert other categories where revenue or expenditure is of a material nature (list separate items until 'General expenses' is not > 10% of Total Expenditure)
- 4. Expenditure to meet any 'unfunded obligations'
- 5 This sub-total must agree with the total on SA22, but excluding councillor and board member items
- 6. Include a note for each revenue item that is affected by 'revenue foregone'
- 7. Special consideration may have to be given to including 'goodwill arising' or 'joint venture' budgets where circumstances require this (include separately under relevant notes)
 8. Repairs and Maintenance is not a GRAP item. However to facilitate transparency, municipalities must provide a breakdown of the amounts included in the relevant GRAP items that will be spent on Repairs and Maintenance
- 9. Must reconcile with Repairs and Maintenance by Asset Class (Total Repairs and Maintenance) on Table SA34c.
- 10. Only applicable to municipalities that have adopted the 'revaluation method' in GRAP 17. The aim is to prevent overstating 'depreciation and asset impairment'

PART 2

SUPPORTING DOCUMENTATION

CHAPTER 5



Overview Of The Annual Budget Process

CHAPTER 5

Overview of the annual budget process

Section 53 of the MFMA requires the Mayor of the municipality to provide general political guidance in the budget process and the setting of priorities that must guide the preparation of the budget. In addition Chapter 2 of the Municipal Budget and Reporting Regulations states that the Mayor of the municipality must establish a Budget Steering Committee to provide technical assistance to the Mayor in discharging the responsibilities set out in section 53 of the Act.

The Budget Steering Committee consists of the Municipal Manager and senior officials of the municipality meeting under the chairpersonship of the MMC for Finance.

The primary aims of the Budget Steering Committee are to ensure:

- that the process followed to compile the budget complies with legislation and good budget practices;
- that there is proper alignment between the policy and service delivery priorities set out in the CDM'S IDP and the budget, taking into account the need to protect the financial sustainability of municipality;
- that the municipality's revenue and tariff setting strategies ensure that the cash resources needed to deliver services are available; and
- that the various spending priorities of the different municipal departments are properly evaluated and prioritised in the allocation of resources.

Budget Process Overview

In terms of section 21 of the MFMA the Mayor is required to table in Council ten months before the start of the new financial year (i.e. in August 2013) a time schedule that sets out the process to prepare the new IDP and the budget.

The Mayor tabled in Council the required IDP and budget time schedule in August 2013. Key dates applicable to the process were:

•	17/03/2014	Mayoral Committee to approve draft budget
•	20/03/2014	Budget Steering Committee meeting
•	26/03/2014	Council to approve draft budget
•	01/04/2014	Public participation process
•	16/04/2014	Budget Steering Committee meeting
•	09/05/2014	Public participation ends
•	13/05/2014	Budget Steering Committee meeting
•	14/05/2014	Mayoral Committee to approve final budget
•	28/05/2014	Council to approve final budget
•	02/06/2014	Submit to Treasury

IDP and Service Delivery and Budget Implementation Plan

The CDM IDP is its principal strategic planning instrument, which directly guides and informs its planning, budget, management and development actions. This framework is rolled out into objectives, key performance indicators and targets for implementation which directly inform the Service Delivery and Budget Implementation Plan. The Process Plan applicable to the new 5-year IDP included the following key processes and deliverables:

- Registration of local municipality and community needs;
- Compilation of departmental business plans including key performance indicators and targets;
- · Financial planning and budgeting process;
- Public participation process;
- · Compilation of the SDBIP, and
- Review of the performance management and monitoring processes.

The IDP has been taken into a business and financial planning process leading up to the new 5-year IDP which commenced with the 2012/2013 MTREF and is reviewed annually. The business planning process has been refined to align the IDP to the key national and provincial priorities and current economic circumstances.

With the compilation of the new 5-year IDP, each department/function had to review the business planning process, including the setting of priorities and targets after reviewing the performance against the previous 5-year Departmental Service Delivery and Budget Implementation Plan. Business planning links back to priority needs and master planning, and essentially informed the detail operating budget appropriations and three-year capital programme.

Financial Modelling and Key Planning Drivers

As part of the compilation of the 2014/15 MTREF, extensive financial modelling was undertaken to ensure affordability and long-term financial sustainability. The following key factors and planning strategies have informed the compilation of the 2014/15 MTREF:

- Dependence on grant funding
- Dependence on interest income
- Consequences of the utilisation of the accumulated surplus
- Policy priorities and strategic objectives
- Economic climate and trends (i.e. inflation, Eskom increases, household debt)
- · Performance trends
- The approved 2013/14 adjustments budget and performance against the SDBIP
- Cash Flow Management Strategy
- Investment possibilities
- Improved and sustainable service delivery.

In addition to the above, the strategic guidance given in National Treasury's MFMA Circulars 51, 54, 58, 66 and 70 has been taken into consideration in the planning and prioritisation process.

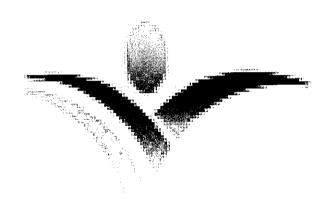
Community Consultation

The draft 2014/15 MTREF as tabled before Council on 26 March 2014 for community consultation was published on the municipality's website, and hard copies were made available in the District, municipal notice boards and various libraries .The opportunity to give electronic feedback was also communicated on the CDM website.

All documents in the appropriate format (electronic and printed) were provided to National Treasury, and other national and provincial departments in accordance with section 23 of the MFMA, to provide an opportunity for them to make inputs.

Submissions received during the community consultation process and additional information regarding revenue and expenditure and individual capital projects were addressed, and where relevant considered as part of the finalisation of the 2014/15 MTREF. Feedback and responses to the submissions received are available on request.

CHAPTER 6



Overview Of Alignment Of The Annual Budget With The IDP

CHAPTER 6

Overview of alignment of annual budget with IDP

The Constitution mandates local government with the responsibility to exercise local developmental and cooperative governance. The eradication of imbalances in South African society can only be realized through a credible integrated developmental planning process.

Municipalities in South Africa need to utilise integrated development planning as a method to plan future development in their areas and so find the best solutions to achieve sound long-term development goals. A municipal IDP provides a five year strategic programme of action aimed at setting short, medium and long term strategic and budget priorities to create a development platform, which correlates with the term of office of the political incumbents. The plan aligns the resources and the capacity of a municipality to its overall development aims and guides the municipal budget. An IDP is therefore a key instrument which municipalities use to provide vision, leadership and direction to all those that have a role to play in the development of a municipal area. The IDP enables municipalities to make the best use of scarce resources and speed up service delivery.

Integrated developmental planning in the South African context is amongst others, an approach to planning aimed at involving the municipality and the community to jointly find the best solutions towards sustainable development. Furthermore, integrated development planning provides a strategic environment for managing and guiding all planning, development and decision making in the municipality.

It is important that the IDP developed by municipalities correlate with National and Provincial intent. It must aim to co-ordinate the work of local and other spheres of government in a coherent plan to improve the quality of life for all the people living in that area. Applied to the CDM, issues of national and provincial importance should be reflected in the IDP of the municipality. A clear understanding of such intent is therefore imperative to ensure that CDM strategically complies with the key national and provincial priorities.

The aim of this revision cycle was to develop and coordinate a coherent plan to improve the quality of life for all the people living in the area, also reflecting issues of national and provincial importance. One of the key objectives is therefore to ensure that there exists alignment between national and provincial priorities, policies and strategies and the CDM response to these requirements.

The ten Strategic Priorities are conceptualized and summarized as follows

- 1. Speeding up growth and transforming the economy to create decent work and sustainable livelihoods
- 2. Massive program to build economic and social infrastructure
- Comprehensive rural development strategy linked to land and agrarian reform and food security
- 4. Strengthen the skills and human resource base
- 5. Improve the health profile of all South Africans
- 6. Intensify the fight against crime and corruption
- 7. Build cohesive, caring and sustainable communities

- 8. Pursuing African advancement and enhanced international cooperation
- 9. Sustainable Resource Management and Use
- 10. Building a developmental state including improvement of public services and strengthening democratic institutions

The Constitution requires local government to relate its management, budgeting and planning functions to its objectives. This gives a clear indication of the intended purposes of municipal integrated development planning. Legislation stipulates clearly that a municipality must not only give effect to its IDP, but must also conduct its affairs in a manner which is consistent with its IDP. The following table highlights the IDP's five strategic objectives for the 2014/15 MTREF and further planning refinements that have directly informed the compilation of the budget:

IDP Strategic Objectives

201	2/13 Financial Year	2012/13 MTREF					
1.	Municipal transformation and organisation development	Municipal transformation and organisation development					
2.	Basic service delivery	2. Basic service delivery					
3.	Local Economic Development	3. Local Economic Development	t				
4.	Municipal Financial viability and Management	4. Municipal Financial viability a Management					
5.	Good Governance and Public Participation	5. Good Governance and Pu Participation	blic —				

In order to ensure integrated and focused service delivery between all spheres of government it was important for the CDM to align its budget priorities with that of national and provincial government. All spheres of government place a high priority on infrastructure development, economic development and job creation, efficient service delivery, poverty alleviation and building sound institutional arrangements.

Local priorities were identified as part of the IDP review process which is directly aligned to that of the national and provincial priorities. The key performance areas can be summarised as follows against the five strategic objectives:

- 1. Infrastructure investment
- 2. Capacity Building and Support
- 3. Economic Development
- 4. Community Services
- 5. Institutional Development

The 2014/15 MTREF has therefore been directly informed by the new IDP process and the following tables provide a reconciliation between the IDP strategic objectives and operating revenue, operating expenditure and capital expenditure.

Table SA4 - Reconciliation between the IDP strategic objectives and budgeted revenue

DC10 Cacadu - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

OC10 Cacadu - Supporting Strategic Objective	Goal	Goal	! !	2010/11	2011/12	2012/13	Cui	rrent Year 2013/1	4	2014/15 Medium Term Revenue & Expenditure Framework			
7 (h			Ref -	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
R thousand	<u></u>	 	+ +		- i	-						i	
CAPACITY BUILDING AND SUPPORT TO LM'S			:	133 965	87 166	92 478	104 209	113 922	116 939	100 698	104 518		
COMMUNITY SERVICES	!			6 453	16 685	5 311	13 227	16 671	557	27 691	1	•	
ECONOMIC DEVELOPMENT	:			2 508	2 859	- 1	9 946	13 798	1 443	-	5 000	5 000	
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Allocations to other priorities			! 2	044.004	119 384	110 629	150 907	184 959	130 61	5 153 70	8 135 60	8 132 67	
Total Revenue (excluding capit	tal transfers and contributions)		<u>; 1</u>	211 294	119 384	110 029	130 901	104 223		1		·	

References

^{1.} Total revenue must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

ciliation of IDD strategic objectives and hudget (operating expenditure)

Strategic Objective	g Table SA5 Recond	Goal		2010/11	2011/12	2012/13	Current Year 2013/14			2014/15 Medium Term Revenue & Expenditure Framework Budget Year Budget Year +1 Budget Year +			
	!		Ref -	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	2015/16	2016/17	
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References

1. Total expenditure must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)

DC10 Cacadu - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

C10 Cacadu - Supporting Tabl	Goal	Goal	2010/11	2011/12	2012/13		rent Year 2013/1	4		n Term Revenue Framework	
thousand		Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	2014/15	Budget Year +1 2015/16	2016/17
t linked to IDP strategic		Α	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 00
ectives due to the nature of the tity - no infrastructural assets							i				
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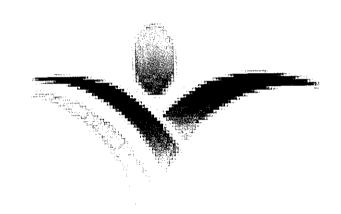
References

Total capital expenditure must reconcile to Budgeted Capital Expenditure

^{2.} Goal code must be used on Table SA36

210 Cacadu - Supporting Table SA7 Me		2010/11	2011/12	2012/13 Audited Outcome	Cu	irrent Year 2013/	14	2014/15 Mediu	m Term Revenue Framework	& Expenditure
Description	Unit of measurement	Audited Outcome	Audited Outcome		Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year + 2016/17
e 1 - vote name Function 1 - (name) Sub-function 1 - (name) art measure/s description		See SDBIP	See SDBIP							ļ ļ
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Sub-function 2 - (name) nsert measure/s description										
Sub-function 3 - (name)		.								
And so on for the rest of the Votes 1. Include a measurable performance objective for e	poch roverne course (within s	relevant function	i) and each vote (i	MEMA \$17/31/h))		<u> </u>	<u> </u>			<u> </u>

CHAPTER 7



Measurable Performance Objectives & Indicators

CHAPTER 7

MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

The measurable performance indicators of the Cacadu District Municipality are detailed in the following:

- * Annexure "B": Mandatory Performance Measures
- * Annexure "C": Annual Performance Objectives by Vote operational measures
- * Annexure "D": Revenue by Source

C10 Cacadu - Supporting Table SA8 Pe		2010/11	2011/12	2012/13	Çu	rrent Year 2013	14	2014/15 Medium Term Revenue & Expenditure Framework			
Description of financial indicator	Basis of calculation	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	8udget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	
orrowing Management	-								i		
Credit Rating	Į	i	ļ			0.00/	0.00/	0.00/	0.0%	0.0%	
Capital Charges to Operating Expenditure	Interest & Principal Paid /Operating Expenditure	-2.2%	-33.1% 	13.0%	0.0%	0.0%	0.0%	0.0%		i	
Capital Charges to Own Revenue	Finance charges & Repayment of borrowing /Own Revenue	-15.3%	-182.3%	73.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Borrowed funding of 'own' capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Safety of Capital	i										
Gearing	Long Term Borrowing/ Funds & Reserves	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
iquidity	:	!				6.5	19.9	11.5	j 9.1	7.3	
Current Ratio	Current assets/current liabilities	6.6	6.3	7.7	6.5 6.5		19.9	1		7.3	
Current Ratio adjusted for aged debtors	Current assets less debtors > 90 days/current liabilities	6.6	6.3	7.7	ļ					7.3	
Liquidity Ratio	Monetary Assets/Current Liabilities	6.5	6.2	7.6	6.5	6.5	19.7	11.5	. 3.1	1	
Revenue Management	:			404.004	100 50/	100.0%	100.0%	100.0%	100.0%	100.0%	
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts/Last 12 Mths Billing		100.4%	104.0%	103.5%	!			100.0%	100.0%	
Current Debtors Collection Rate (Cash receipts % of Ratepayer & Other revenue)	, !	100.0%	104.0%	103.6%	100.0%	100.0%	100.0%	100.0%	100.0%	100.078	
	:Total Outstanding Debtors to Annual Revenue	1.5%	1.7%	1.0%	0.7%	0.6%	1.6%	0.0%	0.0%	0.0%	
Outstanding Debtors to Revenue	Debtors > 12 Mths Recovered/Total Debtors >					† 				:	
Longstanding Debtors Recovered	12 Months Old		İ			i					
Creditors Management	L. CO. IV. B. LANDILL. Tarres	ł	1							1	
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA's 65(e))		į				i		;		
Creditors to Cash and Investments	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	11.2%	8.7%	10.1%	23.0%	23.2%	8.8%	10.1%	11.3%	12.1%	
Other Indicators		İ	!	i	ļ					1	
	Total Volume Losses (kW)	ļ	:	!					i		
	Total Cost of Losses (Rand '000)	i	1			i	1			İ	
Electricity Distribution Losses (2)	% Volume (units purchased and generated jess units sold)/units purchased and generated	•									
	Total Volume Losses (kt)		;						i		
	Total Cost of Losses (Rand '000)	ļ	!				1				
Water Distribution Losses (2)	% Volume (units purchased and generated less units sold)/units purchased and generated	! !	 								
Employee costs	Employee costs/(Total Revenue - capital revenue)	14.9%	27.6%	32.9%	27.6%	25.2%	29.1%	30.1%	35.9%	38.6%	
Remuneration	Total remuneration/(Total Revenue - capital revenue)	16.7%	32.3%	38.4%	31.3%	28.6%	33.0%	34.6%	41.3%	44.4% 	
Repairs & Maintenance	R&M/(Total Revenue excluding capital revenue)	1.2%	0.5%	0.4%	0.7%	0.5%	0.6%	0.8%	0.9%	0.9%	
Finance charges & Depreciation	FC&D/(Total Revenue - capital revenue)	2.1%	1.4%	0.9%	1.3%	1.1%	1.1%	1.0%	1.1%	1.1%	
IDP regulation financial viability indicators	ļ		1	:		!	ļ				
i, Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)	(0.	9) 0	.9 2						4.5	
ii.O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	180.5%	185.9%	100.0%	-	į	207.6%	1	1.2%	1.1%	
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	d 7	.0 0.	1.6 1.5	5.6	0.9	9.3	13.0 1	0.1	9.3	

References
1. Consumer debtors > 12 months old are excluded from current assets

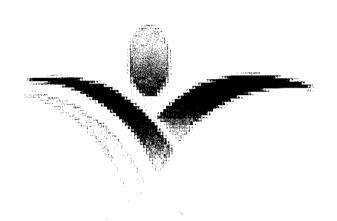
^{2.} Only include if services provided by the municipality

DC10 Cacadu Supporting Table SA10 Funding measurement

DC10 Cacadu Supporting Table SA10 Funding meas	MFMA		2010/11 2011/12 2012/1			Cui	rrent Year 2013/1	14	2014/15 Medium	n Term Revenue Framework	& Expenditure
Description	section	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Funding measures Cash/cash equivalents at the year end - R'000 Cash + investments at the yr end less applications - R'000 Cash year end/monthly employee/supplier payments Surplus/(Deficit) excluding depreciation offsets: R'000 Service charge rev % change - macro CPIX target exclusive Cash receipts % of Ratepayer & Other revenue Debt impairment expense as a % of total billable revenue Capital payments % of capital expenditure Borrowing receipts % of capital expenditure (excl. transfers) Grants % of Govt. legislated/gazeited allocations Current consumer debtors % change - incr(decr) Long term receivables % change - incr(decr) R&M % of Property Plant & Equipment Asset renewal % of capital budget	18(1)b 18(1)b 18(1)b 18(1)c 18(1)c 18(1)c,(2) 18(1)c,(2) 18(1)c,(2) 18(1)c;19 18(1)c 18(1)c 18(1)c 18(1)c 20(1)(vi) 20(1)(vi)	6 7 8 9 10 11 12 13	103 951 57 950 7.0 (3 183) N.A. 100.0% (3.6%) 31.5% 0.0% N.A. N.A. 3.6% 0.0%	117 613 55 408 8.6 (33 271) (106.0%) 104.0% 1952.0% 92.5% 0.0% (34.2%) 88.2% 1.7%	90 850 57 820 15.6 (7 161) (6.0%) 103.6% 1.4% 100.0% 0.0% (47.7%) 191.7% 1.1%	104 583 62 598 10.9 - (6.0%) 100.0% 0.0% 0.0% (100.0%) 1.0% 0.0%	103 624 62 598 9.3 - (6.0%) 100.0% 0.0% 0.0%	104 811 52 725 13.0 (8 812) (6.0%) 100.0% 0.0% 100.0% 92.9% 0.0% 2.1% 0.0%	91 080 44 499 10.1 — (6.0%) 100.0% 0.0% 100.0% 0.0% 0.0% (98.6%) 0.0% 2.4% 0.0%	81 080 36 004 9.3 - (6.0%) 100.0% 100.0% 0.0% 0.0% 0.0% 0.0% 2.1% 0.0%	76 080 32 509 8.7 - (6.0%) 100.0% 0.0% 0.0% 0.0% 0.0% 1.9% 0.0%

References

- Positive cash balances indicative of minimum compliance subject to 2
- 2. Deduct cash and investment applications (defined) from cash balances
- 3. Indicative of sufficient liquidity to meet average monthly operating payments
- 4. Indicative of funded operational requirements
- 5. Indicative of adherence to macro-economic targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
- 6. Realistic average cash collection forecasts as % of annual billed revenue
- 7. Realistic average increase in debt impairment (doubtful debt) provision
- 8. Indicative of planned capital expenditure level & cash payment timing
- 9. Indicative of compliance with borrowing 'only' for the capital budget should not exceed 100% unless refinancing
- 10. Substantiation of National/Province allocations included in budget
- 11. Indicative of realistic current arrear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
- 12. Indicative of realistic long term arear debtor collection targets (prior to 2003/04 revenue not available for high capacity municipalities and later for other capacity classifications)
- 13. Indicative of a credible allowance for repairs & maintenance of assets functioning assets revenue protection
- 14. Indicative of a credible allowance for asset renewal (requires analysis of asset renewal projects as % of total capital projects detailed capital plan) functioning assets revenue protection



Overview Of Budget-Related Policies

OVERVIEW OF BUDGET-RELATED POLICIES

Budgeting is central to the process of prioritizing for service delivery and the management of the functions of Council. The Cacadu District Municipality's budgeting process is guided and governed by relevant legislation regulations and budget related policies.

The following budget-related policies were reviewed as part of the budget planning process:

- Banking and Investment Policy;
- · Budget Policy;
- Supply Chain Management Policy;
- Virement Policy;
- Credit Control and Debt Collection;
- Tariff Policy:
- Revenue By-Laws;
- · Sundry Financial Policies; and
- Policy on Unauthorised, Irregular, Fruitless and Wasteful Expenditure and the Enforcement of Proper Financial Management

Due to a few minor changes to budget related policies for 2013/2014, the policies were revised and adopted in the previous year. These policies remain intact, other than the following:

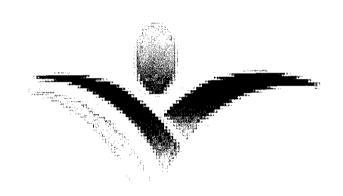
Banking and Investment Policy

3.4 Unresolved Reconciling Items

Unidentified bank deposits must be adequately followed up. After a period of 6 (six) months, where no claims are made or the origin of the payment is still unknown / unidentified, the amount will be journalised as current year revenue.

Cheques older than 6 months (stale) must be re-issued subsequent to follow up. Should the new cheque to the same supplier become stale, the amount will be reversed against the expenditure account.

It is therefore necessary to recommend that the council adopt the revised Banking and Investment Policy.



Overview Of Budget Assumptions

OVERVIEW OF BUDGET ASSUMPTIONS

The 2014/15 – 2016/17 Medium Term Budget has been prepared in a more volatile global and local economic market. Internal and external factors have been considered in ensuring that realistic and accurate budget assumptions have been adopted in the preparation of a credible budget.

Global Economic Trends

The world economy has experienced subdued growth for another year in 2013, unable to meet even the modest projections many institutional forecasters made earlier, including the World Economic Situation and Prospects (WESP) 2013. According to the information available in November, world gross product (WGP) is estimated to have grown by 2.1% in 2013, lower than the baseline forecast of 2.4% published in WESP 2013.

Underperformance in the world economy was observed across almost all regions and major economic groups. Most developed economies continued struggling in an uphill battle against the lingering effects of the financial crisis, grappling in particular with the challenges of taking appropriate fiscal and monetary policy actions. A number of emerging economies, which had already experienced a notable slowdown in the past two years, encountered new headwinds during 2013 on both international and domestic fronts.

Some signs of improvements have shown up more recently: the euro area has finally come out of a protracted recession, with gross domestic product (GDP) for the region as a whole returning to growth; a few large emerging economies, including China, seem to have backstopped a further slowdown and are poised to strengthen. Premised on a set of assumptions, WGP is forecast to grow at a pace of 3.0 and 3.3 per cent for 2014 and 2015, respectively. Again, this baseline forecast is made in the context of a number of uncertainties and risks emanating from possible policy missteps and factors beyond the economic domain.

Among developed countries, the United States of America is estimated to grow at a meagre pace of 1.6% in 2013, significantly lower than the 2.8 per cent growth of the previous year. Fiscal tightening and a series of political gridlocks over budgetary issues during the year have weighed heavily on growth.

Many of the new European Union (EU) members in Eastern Europe remained in a sustained recession in the first half of 2013, but the situation improved in the second half of the year, with business sentiment and household confidence strengthening in response to the return to growth in Western Europe.

Japan is estimated to grow by 1.9 per cent in 2013, boosted by a set of expansionary policy packages, including fiscal stimulus and large-scale purchases of assets by the central bank. Fixed investment has been a key driver of growth, as a number of public construction projects have been financed by the supplemental budget. Government is also expected to introduce another package targeting structural reforms soon, but the effects are not certain.

Regarding other developed countries, GDP in Canada is estimated to grow at 1.6% in 2013, and is expected to grow by 2.4% and 2.8% for 2014 and 2015, respectively. Residential construction was a positive contributor to GDP growth in 2013, but the pace of construction is near a maximum. GDP in Australia is estimated to grow by 2.6% in 2013 and is forecast to grow by 2.8% in 2014. While export growth will remain solid, investment in the mining sector is expected to peak in 2014. Growth in government consumption and public investment will decelerate. GDP in New Zealand is estimated to grow by 2.6% in 2013 and is forecast to grow by 2.8% in 2014, driven by growth of exports to Asian markets.

Policy changes needed

In developing countries and economies in transition, policymakers are facing a more challenging international economic environment, as well as more demanding domestic economic situations, that require tough tradeoffs amid a confluence of different policy needs.

Moreover, some of the challenges facing developing countries and economies in transition may go beyond the reach of standard macroeconomic policies, requiring institutional and structural reforms. A number of developing countries, such as Brazil, China and India, have indeed embarked on various reforms, including reforms in social security, income distribution, the financial sector, taxation, energy, transportation, education and health care.

Macroeconomic policy stances in the world economy have become more diverse across countries, and some critical transitions are expected to occur in 2014-2015. While policies in most developed countries, except Japan, will continue to feature a combination of tightening scale policy and accommodative monetary policy, the degree of scale tightening will be less restrictive and the extent of monetary easing will taper off. The central banks of major developed countries have the primary responsibility for providing adequate and stable global liquidity, as they are the issuers of the international reserve currencies. Managing a smooth tapering of the QE will be the key challenge for the monetary authorities in major developed countries, as the risks associated with this transition will pose a threat not only for developed economies, but also for the rest of the world.

Africa

Among developing countries, growth prospects in Africa remain relatively robust. After an estimated growth of 4% in 2013, GDP is projected to accelerate to 4.7% in 2014. Growth prospects are expected to be supported by improvements in the global economic and regional business environment, relatively high commodity prices, easing infrastructural constraints, and increasing trade and investment ties with emerging economies. Other important factors for Africa's medium-term growth prospects include increasing domestic demand—especially from a growing class of new consumers associated with urbanization and rising incomes—and improvements in economic governance and management. A moderate growth recovery in 2014 in emerging and developing countries, led by China, and projected improvement in major developed economies should also stimulate growth in Africa, through increased trade, investment and capital.

Socio Economic Trends in the District - Background and Basic Demographic

Stats SA today released Census 2011 results, showing that the country's population grew to 51.8 million people. The Census of 2001 put South Africa's population at 44.8 million people, and the 2011 Census returned a count of 51.8 million. The difference in the population numbers between 2001 and 2011 is seven million and represents a 15.5% population increase over the last decade.

Census 2011 puts the country's average age at 25, an indicator that South Africa, albeit getting slightly older compared to the two previous censuses, continues to have a youthful population. The average age according to the 1996 and 2001 census was 22 and 23 respectively. The country has a relatively youthful population, and just over a third of the population was under the age of 15.

The Census 2011 was the third national population and housing count in post-apartheid South Africa. The exercise saw 156 000 field staff employed last year to count more than 14.6 million households.

In line with global trends, South Africa's sex ratio was skewed in favour of women; there were two million more females in the country than men. The 2011 census recorded 27 million females. "This means that on average, South Africa had a sex ratio of 95 (95 males per 100 females).

Meanwhile, South Africa's average household income increased nominally by 113% in 2011 compared to the last census in 2001. The average household income for black Africans was R60 613 while whites were highest at R365 134.

In real terms, the consumer price index (CPI) indicates that income should have increased by 77,5% during this period to have stayed in line with inflation. Therefore income grew above inflation thus suggesting standards of living have improved.

District Economy

Local municipalities are:

Makana (Grahamstown);
Ndlambe (Port Alfred, Alexandria);
Sunday's River Valley, (Kirkwood, Addo);
Blue Crane Route (Pearston, Somerset East, Cookhouse);
Camdeboo (Graaf-Reinet, Aberdeen);
Ikwezi (Jansenville, Kliplaat); Baviaans (Willowmore, Steytlerville);
Kou-Kamma (Kareedouw, Tsitsikamma);
Kouga (Humansdorp, Jeffrey's Bay, St Francis Bay).

Cacadu covers the rural western areas of the province. At 58,242 square kilometres, it is the largest of the six districts. The district forms the rural hinterland beyond Port Elizabeth. The coastal belt is a temperate, winter-rainfall area, with rains of 500 to 700 mm per annum and above. The beautiful Tsitsikamma and Baviaans Parks lie in the extreme west of the district, close to the Western Cape. The interior is mostly dry Karoo and grasslands composed of

large commercial farms and vast expanses. The historic town of Graaf-Reinet is an important centre in the north of the district. Despite the arid interior, the Sundays and Fish Rivers support extensive irrigated farming and are fed by water from the Orange River under the Fish River Transfer Scheme. Grahamstown, in the east, is home to Rhodes University and the National Arts Festival.

This rural district has a population of about 390,000, with a low population density of seven people per square kilometre. The district has a substantial coloured population (36% of the population), with Africans in the majority (52%) and a higher proportion of whites (11%) than other districts.

Cacadu ranks as a third largest economy of the province, with 9% of provincial value added. Agriculture dominates the district's economy, contributing 28% of all value added and 41% of formal employment. Small-stock farming predominates in the dry Karoo interior. This is the centre of wool and mohair farming in the Eastern Cape, providing a high proportion of world mohair production. Karoo mutton is known for its high quality and is also exported. Cattle and dairy farming are strong in the areas around Grahamstown, Cookhouse, Alexandria and Humansdorp. The Langkloof valley is home to deciduous fruit production of apples and pears. Major citrus farming areas are irrigated from the Sundays and Fish Rivers. Deciduous and citrus fruit is exported through Port Elizabeth. Commercial forestry is present around Tsitsikamma and Grahamstown. A small fishing industry operates from St Francis, centred on rock lobster.

The biggest employer is agriculture (32.4%). Manufacturing, centred on agro-processing, is a relatively small sector, providing 10% of value added and 7% of employment. Food and dairy processing and furniture production are present in the larger towns of Grahamstown and Humansdorp. Small businesses and craft co-operatives in the small towns of the Karoo produce wool and mohair garments, mostly hand-knitted. Tourism is well established in Cacadu and the district has established its own network of tourism routes. Tourism attractions include the well-known Tsitsikamma, Baviaans and Addo National Parks and the coastal resorts of Jeffrey's Bay and Port Alfred. Farm tourism is beginning to develop in the Karoo, and Graaf-Reinet is visited for its history and architecture. Many of the place names in the far south of the district have Khoi and San roots. The Khoisan Cultural Village at Tsitsikamma is the first of many planned attractions to reflect this heritage. Government services play a significant role in the economy, providing 28% of value and 23% of formal employment.

OPPORTUNITIES

- Livestock: Small-stock farming (sheep and goats) in the Karoo can be expanded through farm worker enterprises and to provide wool, mohair and meat for processing. Cattle farming can be developed through mixed farming with game. The commercial dairy industry has its base in the district and is a source for growth.
- Crops: Irrigation can be expanded in the Fish and Sundays River catchments by increasing water transferred from the Orange River, giving opportunities for further citrus production and high value horticultural production (vegetables, flowers, exotics). Sugar beet is being developed in the Fish River Valley between Cookhouse and Cradock.
- Forestry can be expanded to a limited extent in the Tsitsikamma and the areas around Grahamstown, but potential lies more in wood products and links to furniture.

- Fishing: A small fishing fleet operating from St Francis Bay and Port Alfred may have limited opportunities to expand with new quota allocations to the province. Potential lies more in aquaculture.
- Food processing is currently centred on the strong local dairy industry with room for further expansion. Canning and bottling of deciduous and citrus fruits and fruit juices is a major opportunity.
- Wool and mohair can provide the raw material for a growing apparel and garments industry, growing initially from the existing small weavers and craft co-operatives, but diversifying into high-value hand knitted fashion items.
- Furniture has high potential with existing forestry in Tsitsikamma and Grahamstown. High-value custom-made hand-crafted furniture will have higher potential and can develop local employment, with limited opportunities for hardwood furniture.
- Leather and leather goods are already a small local industry, with a base in Grahamstown. The potential lies in high-value fashion leather goods and clothing, automotive seat leather and in exotic hides and skins. As livestock revives, the industry can expand.
- Tourism has massive potential for growth. The Addo and Baviaans Parks and the Fish River reserve are expanding, and will increase the attraction of game reserves in the district. A strong base in beach, marina and sports tourism, including surfing, can be developed further. The district has many diverse attractions and has already established tourism to link up and promote tourism.
- Downstream opportunities in the Energy Industry job creation, skills development, SMME development, etc.

The average growth rate of the Cacadu District is estimated at 1.1%, which is higher than the Provincial growth rate, estimated at 0.3% and slightly lower than the National growth rate of 1.2%. There has been a significant decrease in the growth rate of the District between 1996 (2.6%) to 2007 (1.1%).

There is a correlation between the concentration of people and population growth trends, with Makana, Kouga & Ndlambe experiencing the most significant increases between 1996 and 2007. Camdeboo and Sundays River Valley have also experienced increases over this period. Locally, internal migration trends are predominantly towards the more affluent centres of Makana, Kouga and Ndlambe, presumably by people in search of improved economic opportunities.

Migration trends increase the number of people seeking employment, demand for housing and other associated services in more secure economic areas. Living in larger cities permits individuals and families to take advantage of the opportunities of proximity, diversity, and marketplace competition. Rural migrants are attracted by the possibilities that larger cities can offer, but can find themselves in informal settlements and experience extreme poverty. Migration trends need to be studied and formulated as a planned phenomenon to prevent urban sprawl and the perpetuation of impoverishment. The Medium Term Spatial Framework (MTSF) stipulates that effective and efficient urban management and development should provide employment and economic growth opportunities. Statistical trends of migration within the Cacadu area should be used to influence the Spatial Development Frameworks of affected local municipalities to ensure that correct measures are in place to accommodate an anticipated influx.

The Cacadu District Municipality's Progress Development Indicators

There has been progress on improving the standards of living in the district. The improvement in the Human Development Index between 1996 and 2007 has been significant.

The HDI in Cacadu has specific spatial and social characteristics. Those municipalities with an urban bias display a stronger Human Development Index (HDI) demonstrating that human development was higher in urban rather than rural areas. These LMs include:

- Camdeboo (0.58)
- Makana (0.58)
- Ndlambe (0.58)
- Kouga (0.64)

The reduction in poverty and improvement in living standards can be attributed to steady economic growth over the same period. The problem with unemployment especially in the rural areas is a challenge and is the main reason many people live in poverty. Although social grants have provided a safety net for some people, it is not enough to ensure people live above the poverty line.

According to STATS SA, South Africa's unemployment rate has declined from 23.1% in 2008 to 21.9% April 2009. The unemployment rate in Cacadu also declined between 2006 (32.1 %) and 2007 (31.4%). The Cacadu unemployment rate however remains substantially higher than the South African average. The rate of unemployment in Cacadu can be compared to other African Countries of Cameroon and Equatorial Guinea both of whom hold an unemployment rate of 30%. According to the GID, the unemployment rate has increased from 28.9% in 1996 to 31.4% in 2007.

Unemployment in Cacadu is coupled with slow job growth. Cacadu specific industries are limited with little expansion and or revitalization plans. This situation has resulted in the obvious increase in the number of job seekers. The increasing numbers of unemployed residents erodes the private income source of service provision and increases the demand for social services.

An economy with high unemployment is not utilising all of the labour resources available to it and is thus operating below its productive potential. Such an economy could have higher outputs if all of the available workforce were gainfully employed in industrious enterprises.

The MTSF calls specifically for efforts to be taken to identify and enhance existing economic opportunities in the interests of work creation and sustainable livelihoods.

The current situation in Cacadu requires:

- The mobilisation of existing industries to increase production or add value to existing products;
- The investigation and establishment of new or alternative production industries;
- Labour to become skilled in providing the services required by existing industries;

- A drive to establish and support gainful self-employment; and
- The establishment of a committed work ethic.

Long term unemployment has negative effects beyond impoverishment and social dependency of the jobless. These include:

- During a long period of unemployment, workers can lose their skills, causing a loss of human capital;
- Being unemployed can also reduce the life expectancy of workers by approximately 7 years; and
- High unemployment can encourage xenophobia as workers fear that foreigners could occupy available positions

Summary of Budget Assumptions

The global and national economic outlook has improved and higher growth rates are expected over the medium term. This impact positively on collection rates of municipalities. The current harsh economic conditions are hard for both the businesses and households which have impacted negatively on the payment for municipal services.

The table hereafter gives a summary of the assumptions used to prepare the medium term budget.

Supporting Table: Social, Economic and Demographic Statistics and Assumptions

Description of Economic Indicator	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016
Demographics					
Population (Census 2011)	450 584				
Economic			·		
Inflation / inflation outlook (CPIX)	2,7	5,9	5,6	5,4	5,4
Interest rate - borrowing	A/N	N/A	N/A	N/A	N/A
Interest rate – investment	7	9_	9	6.5	6.5
Remuneration increases	ဖ	വ	6.5	6.8	6.4
Collection Rates					
Property fax / services charges					
Rental of facilities & equipment					
Interest – external investments					
Interest – debtors					
Revenue from agency services					



Overview of Budget Funding

OVERVIEW OF BUDGET FUNDING

Review of past performance

Operating expenditure

The overall financial performance results for the 2013/2014 financial year forecasts an operating deficit of R8.8 million. Included in this forecasted deficit are amounts of Accumulated Surplus allocated to projects, based on budget principles and procedures. This is therefore a budgeted deficit and not a real deficit which can only be calculated after the financial year end.

A summarized extract of the statement of financial performance is as follows:

Details	Forecasted Actuals 2013/2014
Revenue	130.6
Expenditure	139.4
Operating Deficit	(8.8)

Expenditure exceeds Revenue by an amount of R8.8 million.

BUDGET STRATEGIES

The Municipality's budget reflects the strategic outcomes embodied in the IDP and related strategic policies. Such a focus represents a shift away from detailed line-item budgeting that tend to focus on inputs. The budget that the Council will consider is at a high level vote, enabling the accounting officer to oversee the implementation and management of the budget in accordance with appropriate policies and internal controls through regular monthly, quarterly and half yearly reports (sections 71, 52 and 72) to Council on financial and outcome performance. The Service Delivery Budget Implementation Plan (SDBIP) linked to the IDP and Budget is also tabled today which will enable performance measurement as agreed in performance contracts of senior officials.

FINANCIAL CHALLENGES AND CONSTRAINTS

Since its levy base was reduced by 94% in 2000 with the establishment of the Nelson Mandela Metropolitan Municipality, the CDM has become dependent on its interest earnings to fund its operating expenditure.

The CDM still faces two main financial challenges:

- either increasing its discretionary revenue base or reducing its operating expenditure in order to become less dependent on interest earnings and contributions from the accumulated surpluses to balance its budget; and
- · Achieving long term financial sustainability.

In the dynamic local government environment there are significant challenges for municipalities to meet legislative requirements, particularly in the areas of governance and the MFMA. The CDM's efforts to comply with the MFMA Accounting Standards for municipalities and audit opinion are a good example. In order to meet these ever increasing obligations, new skills, systems, additional financial resources and personnel are required.

Over the last few years, staff numbers have steadily increased, partly as a result of these compliance requirements and partly because of additional functions to be performed. The increased payroll costs have been funded from interest earnings, equitable share and the Levy Replacement Grant.

Unfortunately, the Equitable Share of national revenue is inadequate, which has forced the CDM to become even more reliant on interest earnings and accumulated surplus to finance operating expenditure. The CDM's Equitable Share Grant increased by a 6.7%, whilst payroll costs increased by 6.5%. The municipality's effort to balance the budget, to achieve financial sustainability in the medium term remains a challenge.

While CDM expected the equitable share to increase in line with additional functions, this did not materialize.

The CDM believes that it cannot credibly promote its district or successfully lobby for funds from other sources unless it demonstrates that it:

- Can plan and manage strategically;
- Can prioritize and spend funds efficiently on development programmes; and
- Promote the development facilitation role.

In respect of the first, it believes that its new approach to strategic planning through its spatial development framework is a step in the right direction.

In order to achieve the second, the CDM needs to do two things:

- Complete projects in a timely manner and on budget; and
- Identify ways of increasing its productivity and reducing its operating expenditure to a level which can be funded within its sustainable discretionary funding envelope.

The medium-term budget for the next three years was prepared within the context of government's macro-economic framework as well as NT guidelines.

2.2 Main Sources of Revenue

The Municipality's main sources of sustainable own discretionary revenue over the medium term will be Equitable Share, which includes the Levy Replacement Grant and will amount to R80 million for the 2014/2015 financial year. The allocations for the outer years are R86.2 million and R88.2 million respectively, which represents an increase of 7.8% and 2.3% respectively. The review of the local government fiscal framework by NT has had a significant impact on the CDM's revenue budget with the phasing out of RSC levies; the municipality is now exclusively dependent on grant funding to finance its operations.

The estimated income from our main sources of discretionary revenue for the 2014/2015 financial year amounts to R91.5 million, this excludes other Income.

These are:

Income Source	Forecast 2013/2014	Budget 2014/2015	Increase/ Decrease
	R	R	%
Interest on Investments	10.4	11.5	10.6
Equitable Share	19.2	22.5	17.2
Levy Replacement Grant	55.8	57.5	3.0
Total	85.4	91.5	7.1

Financial Sustainability

Financial sustainability can be defined as government's ability to manage its finances so it can meet its spending commitments, both now and in the future. It ensures future generations of taxpayers do not face an unmanageable tax burden for government services provided to the current generation.

Indicators which could provide evidence of unsustainable or sustainable financial practices can be classified into:

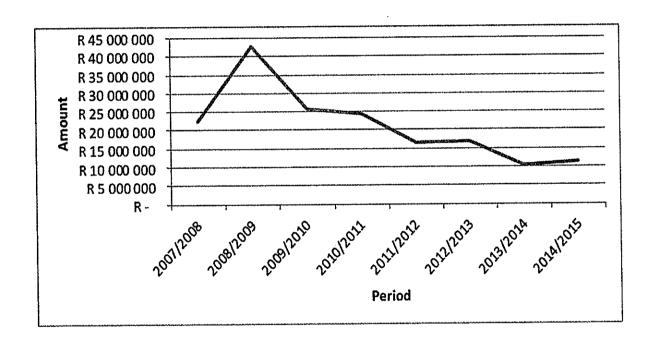
- Income generating efforts;
- Efficiently delivered services that are appropriate to needs;
- Short term and long term financial obligations; and
- Ability to maintain, renew and upgrade assets.

The CDM has struggled to perform its legal mandate because of its inadequate revenue base. Due to the fact that it had its tax base significantly reduced since the abolishment of RSC levies; it is now totally dependent on national government grants to finance its operating expenditure. Since 2002, in spite of a limited revenue base, additional functions such as fire fighting services, environmental health as well as onerous legislative compliance requirements which have placed enormous demands on the institution, which resulted in the increase in its staff establishment to respond to the additional responsibilities, it nevertheless

managed to make a significant contribution to the improvement of the quality of life of the inhabitants in the district.

In order to respond to these challenges, the municipality had to adopt a pragmatic approach to ensure that it is able to continue providing services and add value in the district. Over a number of years it has been able to maintain reserve funds (Capital Replacement Reserve), which have recently been transferred to the Accumulated Surplus Account. It has only been possible to maintain service standards through the use of interest on investments to finance operating expenditure. In the 2014/15 Operating Budget it is estimated that an amount of R11.5 million will be used to finance operating expenditure. This represents 12.6% of available discretionary sources of revenue. The interest income has been based on an average interest rate of 6.5% being earned in the 2013/14 financial year. Interest rates are being increased and currently money invested earns an average of 6 % interest. Detailed below is a graph which gives an indication of how interest earnings have been used to balance the budget.

Growth in the use of interest to finance Operating Expenditure



Although there are concerns that this financing approach is not sustainable in the long term, the municipality has no other funding option at this stage in its history. It is obvious that the municipality would be ineffective if it had to reduce its expenditure and its staff establishment within the limits of available discretionary resources excluding interest income.

National Treasury has advised that it will continue to compensate district municipalities through the Levy Replacement Grant (LRG).

Reforms will however be made to the Levy Replacement Grant in future to make it more reflective of the extent of service delivery responsibilities of the municipality rather than

historical RSC levy collection rates. This is very good news for the Cacadu District, as grants to the municipality have been calculated on a low baseline amount. Revisions to the local government fiscal framework are being considered, including determining appropriate funding for district municipalities, which will be informed by the outcomes of the COGTA White Paper policy review.

Until that process has been finalized, it is evident that the current funding approach will have to be maintained to ensure that service provision is not disrupted or compromised. It is, however, incumbent on the management and political representatives to ensure that the utilization of unsustainable revenue sources to finance operating expenditure is undertaken in a responsible manner and that a capping is placed on the utilization of the accumulated surplus until a clearer picture emerges of future district municipality's revenue sources.

Capital expenditure

Capital expenditure for the 2014/2015 financial year is detailed in Annexure "E".

Funding sources

The capital expenditure will be funded from Accumulated Surpluses. In 2014/2015 financial year, approximately R13.7 million will be financed from Accumulated surpluses.

Funding arrangements and strategies

The Cacadu District Municipality has numerous funding options available, both short term and long term financing that are in line with the MFMA. The Cacadu District Municipality Budget and Treasury Office (BTO) continuously analyses current and available financing arrangements, with an aim of identifying best financing mix. The BTO also monitors that the funding mix is in line with prudent indicators such as the revenue-to-debt ratio.

Short term funding

Section 45 of MFMA guides short-term borrowing of municipalities. Liquidity management is of paramount significance in a robust risk management framework. Due to a weak tax base Cacadu District Municipality does not use loan funding to finance capital expenditure.

Investments

Investments for the Cacadu District Municipality are done in accordance with and adherence to the Municipal Investment Regulation of the MFMA, Cacadu District Municipality's Investments Policy and other relevant legislation. Cash flow forecast and liquidity needs by the Cacadu District Municipality provides guidance for the type of investments employed and tenor thereof. The investments are made with primary regard for the risk profile and appetite of the investment, liquidity needs of the Cacadu District Municipality and the return on investments.

The BTO is obliged to invest all the Cacadu District Municipality's funds within approved limits with counter parties' approval by Council. Due to high liquidity needs of the Cacadu District Municipality, the investment portfolio constitutes mainly of money market instruments. The

BTO continuously analyses the market for good investment opportunities relative to appropriate benchmarks and market conditions.

Measures of financial performance

- Current ratio shall not be less than 1 %
- Debt revenue shall be limited to 25%
- Salaries to operating not more than 30%
- Cost coverage ratio should cover at least one month.

The table below reflects the projected ratio's of the Cacadu District Municipality.

	Bench- mark	2011/12	2012/13	2013/14
Current Ratio	2:1	2:1	2:1	2:1
Salaries as a % of Operating Expenditure (excl. Grants)	30%	29.5%	30.0%	34.8%

Current ratio

- Current ratio measures the ability of the Cacadu District Municipality to pay its current liabilities out of the current assets. The industry usually looks for a ratio of 2:1; however the acceptable current ratio is 1:1 for municipalities.
- The current ratio is above 1:1 which means that the Cacadu District Municipality will be able to meet its short term obligation if the trend continues.
- The ratio needs to be given utmost attention and the Cacadu District Municipality will have to create cash through the operating account (minimise costs) to maintain liquidity.

Salaries ratio

Employee costs represent 33.6% of the total expenditure including project expenditure for the 2014/15 financial year. It should however be pointed out that the payroll costs as a percentage of the discretionary revenue is 50%.

Ratio analysis

The current debt to revenue ratio need to be maintained going forward. The financial plan tries not to place more pressure on those ratios that are stretched (current ratios) and projects improved financial ratios in the outer financial years.

The level of capital investment and infrastructure projects in the outer years depends on (cash) surpluses and the financial plan is utilizing these (cash) surpluses towards capital infrastructure investments and soft support and capacity building programmes.

Challenges

The Cacadu District Municipality is facing the following challenges:

- Dependence on grant funding;
- Collectively managing the cost down (doing more with less);
- Reviewing all Cacadu District Municipality's services and programs for operational efficiencies to improve service levels and delivery;
- Exploring opportunities for cost saving (shared services); and
- Exploring Management and Renewals Strategy.
- Additional function such as Environment Health services and Fire Fighting services and decreasing Equitable of national revenues.

Financial Risks

The financial risks include:

- Changes in economic variables like inflation, petrol price, etc;
- Current economic downscale and the impact on payment levels and grant funding;
- Unemployment trends; and
- Global financial instability.

The Cacadu District Municipality's financial viability has been planned through financial modeling over five (5) years, the focus being on its financial performance, financial position and the cash flow statement. The plan is based on a number of assumptions. The assumptions have been developed to reflect a sustainable financial position over a planned period and to ensure that there is sufficient capacity to fund operating and capital expenditure. The plan seeks to address short-term and to achieve long-term financial stability while maintaining user charges/tariffs within reasonable levels.

The long-term financial plan has taken a conservative approach in projecting the Cacadu District Municipality's financial position in the outer years. A Sustainability Assessment Report was first tabled in a council meeting held on 26 August 2009.

This report clearly identified the risks of current funding strategies and gave advice with regard to avoiding future cash flow problems in the medium term.

Statement of tariff setting and revenue strategies

The MFMA requires annual budgets of municipalities to be funded by realistically anticipated revenue to be collected, based on the collection level to date and the actual revenue collected in previous financial years.

The Cacadu District Municipality annually reviews the tariffs to ascertain whether they are still capable of producing the required revenue envelope, taking note of the prevailing trends. This

process of tariff setting takes place within the framework of the Cacadu District Municipality's Tariff Policy, which is based on social, economic and financial principles.

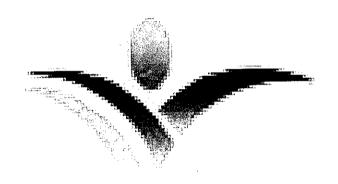
While the Cacadu District Municipality is committed to maintain tariff increases within the forecasted inflation, increases above inflation are applied to some services (mainly major trading services) due to budgetary requirements aimed at sustaining service provision.

For the 2014/15 financial year tariff increases for the major services were driven by the following broad considerations:

- The projected electricity and fuel levy increases;
- The deteriorated economic outlook; and
- The impact of inflation and other cost increases.

Informed by the aforementioned considerations, the Cacadu District Municipality will increase tariffs for its services

The scheduled of tariffs and charges is attached as Annexure "F".



Expenditure On Allocations And Grant Programme

Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Mediu	m Term Revenue Framework	& Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
RECEIPTS:	1, 2	- !							1	
Operating Transfers and Grants			:							
National Government:	- !	135 591	69 260	74 442	80 511	80 786	80 786	85 538	95 637	97 771
Local Government Equitable Share		18 294	14 591	17 118	19 258	19 258	19 258	22 501	27 288	27 666
RSC Levy Replacement		51 093	52 629	54 207	55 833	55 833	55 833	57 507	58 932	60 594
Finance Management		1 184	1 250	1 250	1 250 :	1 250	1 250	1 250	1 250	1 250
Municipal Systems Improvement	1 1	507	790	867	890	1 165	1 165	934	1	1 000
	ļ.,	307	130	00,	000				1	
Restructuring grant	1	C4 F14	ı		!		_		!	
Municipal Infrastructure Grant	į	64 514	-	-	İ	- ;	_			
Other transfers/grants [insert description]	İ.	!	!	1 000	3 280	3 280	3 280	3 346	7 200	7 261
Provincial Government:		42 052	21 004	15 264	8 082	14 861	14 461	5 546	5 146	5 146
Health subsidy	i i	22 190	_	-	-	-	-	-	-	-
Housing		940	_ !	-	-		-	_	j -	-
Disaster Management	! [4 086	1 000		_ !	-	_	_	- '	-
Pensioners	.	3 248	3 742	4 538	5 105	5 10 5	5 105	5 148	5 146	5 146
Other transfers/grants [insert description]		11 589	16 262	10 726	2 977	9 756	9 356	400)	
District Municipality: [insert description]		-							-	<u> </u>
OU u at maridant		2 245	1 418	:	551	1 168	1 168			
Other grant providers: Development Bank of South Africa		2 245 2 245	1 418		551	1 168	1 168		-	
Total Operating Transfers and Grants	5	179 888	91 682	89 706	89 143	96 815	96 415	91 084	1 100 783	102 917
Capital Transfers and Grants									; 	
National Government:	:			-			<u> </u> 			_
	!									! !
Other capital transfers/grants [insert desc]	!	i	i	<u>!</u>						
Provincial Government:	i						<u> </u>	- -	<u>-</u>	
Other capital transfers/grants [insert description]	ļ	·	<u> </u>							
District Municipality: [insert description]				-			-			<u>-</u>
Other grant providers: Development Bank of So		-	<u>-</u>	-			 			-
Total Capital Transfers and Grants	5	_	<u> </u>	_					· · · · · · · · · · · · · · · · · · ·	_
Total Capital Halloteto alla Orallio		<u> </u>	.i				·	_		

References

^{1.} Each transfer/grant is listed by name as gazetted together with the name of the transferring department or municipality, donor or other organisation 2. Amounts actually RECEIVED; not revenue recognised (objective is to confirm grants transferred)

^{3.} Replacement of RSC levies

^{4.} Housing subsidies for housing where ownership transferred to organisations or persons outside the control of the municipality

^{5.} Total transfers and grants must reconcile to Budgeted Cash Flows

^{6.} Motor vehicle licensing refunds to be included under 'agency' services (Not Grant Receipts)

DC10 Cacadu - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2010/11	2011/12	2012/13	Curi	rent Year 2013/1	4		m Term Revenue Framework	
thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
XPENDITURE:	1	···· : ·			-	- :			! 	:
perating expenditure of Transfers and Grants			!							! I .
National Government:		92 726	78 017	74 442	80 511	80 786	80 786	85 538		97 771
Local Government Equitable Share		18 294	14 591	17 118	19 258	19 258	19 258	22 501		27 666
RSC Levy Replacement		51 093	52 629	54 207	55 833	55 833	55 833	57 507		60 594
Finance Management		1 228	1 250	1 250	1 250	1 250	1 250	1 250	•	1 250
Municipal Systems Improvement	: :	507	779	867	890	1 165	1 165	934	967	1 000
Restructuring grant	. ,	-	- !			-	_		ļ	
Municipal Infrastructure Grant		21 605	8 768	- [-			i	7.004
Other transfers/grants [insert description]		i	į	1 000	3 280	3 280	3 280	3 346	7 200	7 261
		84 563	12 463	15 264	8 082	14 861	14 861	6 381	5 146	5 146
Provincial Government:		143				_		_		_
Health subsidy	i	3 165	1 234	_	- }	- 1	_	_	· -	j -
Housing		8 317	3 742	_	_	_	_	-	_	!
Disaster Management	i	72 938	7 488 i	4 538	5 105	5 105	5 105	5 146	5 146	5 140
Pensioners Other transfers/grants [insert description]	1		- 100	10 726	2 977	9 756	9 756	1 235	5	-
Other transfersignants (insert description)		;								1
District Municipality:	İ	- :			· · · · · · · · · · · · · · · · · · ·		·		<u> </u>	- -
[insert description]					I		İ			i
•		<u> </u>								
	:	2 599	1 202	_	551	1 168	1 168	456	3 -	· -
Other grant providers:	1	2 599	1 202	i	551	1 168	1 168		-i · ·	-
Development Bank of South Africa	1	2 399	, 202	İ	00.			456	6 -	_
Eastern Cape Development Corporation			04.000	89 706	89 143	96 815	96 815	92 37	5 100 783	102 91
Total operating expenditure of Transfers and Grants	÷!	179 888	91 682	09 100	05 143	30 015				
Capital expenditure of Transfers and Grants	i			<u> </u>					1	İ
National Government:	:			<u> </u>		<u> </u>	! -		<u> </u>	<u> </u>
Other capital transfers/grants [insert desc]	i			ļ		 	ļ			
Provincial Government:		-	-	! <u>-</u>	-	' 	<u>.</u>	-	· <u> </u>	- -
							ļ			
Other capital transfers/grants [insert description]				!			-i			-
District Municipality:		-		_	-	-	-	·	-	
[insert description]				.i						
	1	I	:			<u> </u>	!			
Other grant providers:	1	_	_] -	i -	-	-	-	-
Development Bank of So	:		<u> </u>			·				
Total capital expenditure of Transfers and Grants	!	<u> </u>	·	j						-
	i	<u>.</u>	04.000	00.700	00 442	96 815	96 81	5 92 3	75 : 100 76	33 102 9
TOTAL EXPENDITURE OF TRANSFERS AND GRAI	VTS	179 888	91 682	89 706	89 143	90013	/ 2001	<u> </u>		

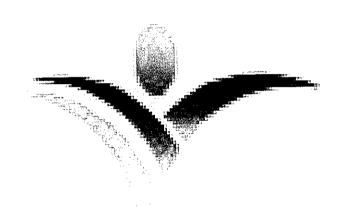
References
1. Expenditure must be separately listed for each transfer or grant received or recognised

DC10 Cacadu - Supporting Table SA20 Reconciliation of transfers, grant receipts and unspent funds

Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	2014/15 Wediu	Framework	e & Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
O	1,3	Outcome	Catcomo						i	
Operating transfers and grants: National Government:	: :				i	İ			ĺ	
Balance unspent at beginning of the year	1 :	65 686	11 516	5 004	275	275	275	-	_	-
Current year receipts		21 298	69 260	71 235	80 511	80 511	80 511	85 538	95 637	97 771
Conditions met - transferred to revenue	1	69 918	75 771	75 964	80 786	80 786	80 786	85 538	95 637	97 771
Conditions still to be met - transferred to liabilities	•	17 066	5 004	275					!	
Provincial Government:	1 1	:	1			}				i
Balance unspent at beginning of the year	:	101 351	26 130	12 536	2 977 [±]	9 756	9 756	1 235	1	-
	i i	35 424	13 960	4 136	5 105 j	5 105	5 105	5 146		
Current year receipts Conditions met - transferred to revenue	- 1	107 102	14 407	13 695	8 082	14 861	13 626	6 381	5 146	5 146
Conditions still to be met - transferred to liabilities		29 673	25 683	2 977			1 235			
		200.0				!			İ	
District Municipality:		:				ı			İ	1
Balance unspent at beginning of the year			İ			ļ		1		
Current year receipts			i						i	
Conditions met - transferred to revenue	1 1							-		i
Conditions still to be met - transferred to liabilities			}		!			1	Į.	
Other grant providers:		484	85 ;	_	- i	-	_	-	_	-
Balance unspent at beginning of the year		2 468	1 418	47	551	1 168	1 168	456	3 -	_
Current year receipts		2 868	1 503	47	551	1 168	1 168	456	3 -	
Conditions met - transferred to revenue	l	84		-						
Conditions still to be met - transferred to liabilities		179 888	91 682	89 706	89 419	96 815	95 580	92 37	100 78	3 102 91
Total operating transfers and grants revenue	2	46 823	30 687	3 252		<u>-</u>	1 235		-	_
Total operating transfers and grants - CTBM		40 020						-		
Capital transfers and grants:	1,3	: i				İ	İ	1		
National Government:							!			
Balance unspent at beginning of the year	*		i			i		!		!
Current year receipts	:					ļ	!			
Conditions met - transferred to revenue	ŀ		-	<u>-</u> _		<u> </u>	·		-	`
Conditions still to be met - transferred to liabilities	1					İ		1		:
Provincial Government:	1	!				ļ		Į.		
Balance unspent at beginning of the year			!	ı		1	İ			1
Current year receipts	İ			: !			<u> </u>		!	
Conditions met - transferred to revenue	11	-	-	! <u> </u>		<u>-</u>				-
Conditions still to be met - transferred to liabilities			ļ	i		ļ		1		
District Municipality:		!		į		1	I		i	
Balance unspent at beginning of the year			l		ļ	1		1		1
Current year receipts			!					.		
Conditions met - transferred to revenue					-			_	·	-
Conditions still to be met - transferred to liabilities			1		<u> </u>				1	1
Other grant providers:	1	İ		1			!	1	i	
Balance unspent at beginning of the year				i				1		
Current year receipts	:	1								
Conditions met - transferred to revenue		·		-				· :	_	_ · · · · · · · · · · · · · · · · · · ·
Conditions still to be met - transferred to liabilities	- 1			1				.	- <u> </u>	
Total capital transfers and grants revenue	: -		-		-	i -	-	•	<u> </u>	- ! <u>-</u>
	·:	i · -	<u></u>	1		i -		.	- !	- ļ
Total capital transfers and grants - CTBM							00.50	92 3	75 100 7	83 102 9
TOTAL TRANSFERS AND GRANTS REVENUE	. !	179 888			89 419	96 815	95 58			_ 1029
TOTAL TRANSFERS AND GRANTS - CTBM	! -	46 823	30 687	3 252	-		1 Z3		- -	<u> </u>

References
1. Total capital transfers and grants revenue must reconcile to Budgeted Financial Performance and Financial Position; total recurrent grants revenue must reconcile to Budgeted Financial Performance

CTBM = conditions to be met
 National Treasury database will require this reconciliation for each transfer/grant



Allocation And Grants Made By The Municipality

DC10 Cacadu - Supporting Table SA21 Transfers and grants made by the municipality

Description	Ref	2010/11	2011/12	2012/13	Cu	rrent Year 2013/1	4		n Term Revenue Framework	
thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ash Transfers to other municipalities Environmental Health Subsidy Fire Services	1	6 442	7 086 488	7 500 3 054	8 500 13 000	8 460 14 446	8 460 10 446		9 500 10 000	10 000 10 000
otal Cash Transfers To Municipalities:	!	6 442	7 575	10 554	21 500	22 906	18 906	12 000	19 500	20 000
tash Transfers to Entities/Other External Mechanisms Development Agency Grant operating expenditure	2	864 104 459	1 148 17 496	1 055 7 573	4 000 14 053	4 957 14 053	4 957 -	4 000 5 156	4 400	4 800
otal Cash Transfers To Entities/Ems'	-	105 323	18 644	8 628	18 053	19 010	4 957	9 156	4 400	4 800
Cash Transfers to other Organs of State Environmental Health Subsidy	3	ļ	: -						! 	
otal Cash Transfers To Other Organs Of State:					 <u>-</u> -	<u> </u>	-			ļ <u>-</u>
Cash Transfers to Organisations Environmental Health Subsidy	4					į			İ	
rotal Cash Transfers To Organisations			-	·			_		_	<u> </u>
Cash Transfers to Groups of Individuals Environmental Health Subsidy	5						i			
Total Cash Transfers To Groups Of Individuals:		ļ- <u>-</u> -		·			23 86	3 21 156	23 90	0 24 8
TOTAL CASH TRANSFERS AND GRANTS	6	111 765	26 219	19 182	39 553	41 916	23 00	3 21130	23 90	7 240
Non-Cash Transfers to other municipalities Insert description	1		<u> </u> 	<u> </u> 		:				
Total Non-Cash Transfers To Municipalities:			<u>-</u>	<u> </u>	-		<u> </u>	<u> </u>		
Non-Cash Transfers to Entities/Other External Mechanism Environmental Health Subsidy	<u>s</u> 2		ļ 			İ				
Total Non-Cash Transfers To Entitles/Ems'		<u> </u>		<u> </u>	-	-			<u>-</u>	
Non-Cash Transfers to other Organs of State Environmental Health Subsidy	3			<u>.</u>		ļ	 			 -
Total Non-Cash Transfers To Other Organs Of State:		ļ	<u></u>	-		-			-	
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TOTAL NON-CASH TRANSFERS AND GRANTS	- 1					. -	.	_		- :

^{1.} Insert description listed by municipal name and demarcation code of recipient

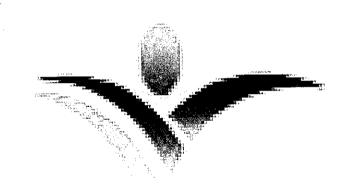
^{2.} Insert description of each entity or external mechanism (an external mechanism may be provided with resources to ensure a minimum level of service)

^{3.} Insert description of each Organ of State (e.g. transfer to electricity provider to compensate for FBS provided)

^{4.} Insert description of each other organisation (e.g. charity)

⁵ Insert description of each other organisation (e.g. the aged, child-headed households)

^{6.} All descriptions should separate transfers for 'capital purposes' and 'operating purposes'



Councillor and Board Members Allowances and Employee Benefits

DC10 Cacadu - Supporting Table SA22 Summary councillor and staff benefits

Authors Author Author Author Bright Author Bright Fernance Budget Fernance Fernance Budget Fernance Budget Fernance Budget Fernance Budget Fernance Fernance Budget Fernance Fernanc	summary of Employee and Councillor remuneration	Ref	2010/11	2011/12	2012/13	Curi	rent Year 2013/14			n Term Revenue Framework	,
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Sub Total - Other Staff of Entities		-	-	-	-	- '	<u> </u>	_	_ !	_
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Total Municipal Entities			289	324					!	
TOTAL SALARY, ALLOWANCES & BENEFITS		35 301	38 514 ;	42 430	47 278	52 931	43 124	53 172 j	55 980	58 968
N :	. 4		9.1%	10.2%	11.4%	12.0%	(18.5%)	23.3%	5.3%	5.3%
% increase TOTAL MANAGERS AND STAFF	5,7	30 618	32 962	36 441	41 595	46 605	38 045	46 278	48 645	51 163

<u>References</u>

- 1. Include 'Loans and advances' where applicable if any reportable amounts until phased compliance with s164 of MFMA achieved
- 2. s57 of the Systems Act
- 3. In kind benefits (e.g. provision of living quarters) must be shown as the cost (full market value) to the municipality, as part of the relevant allowance
- 4. B/A, C/B, D/C, E/C, F/C, G/D, H/D, I/D
- 5. Must agree to the sub-total appearing on Table A1 (Employee costs)
- 6. Includes pension payments and employer contributions to medical aid
- 7. Correct as at 30 June

Column Definitions:

- A, B and C. Audited actual as per the audited financial statements. If audited amounts are unavailable, unaudited amounts must be provided with a note stating these are unaudited
- D. The original budget approved by council for the budget year.
- E. The budget for the budget year as adjusted by council resolution in terms of section 28 of the MFMA.
- F. An estimate of final actual amounts (pre audit) for the current year at the point in time of preparing the budget for the budget year. This may differ from E.
- G. The amount to be appropriated for the budget year.

H and I. The indicative projection

DC10 Cacadu - Supporting Table SA23 Salaries, allowances & benefits (political office bearers/councillors/senior managers)

C10 Cacadu - Supporting Table SA23 Salaries, allo Disclosure of Salaries, Allowances & Benefits 1.	Ref		Salary	Contributions	Allowances	Performance Bonuses	In-kind benefits	rotai Package
Piggiogal of Quality Paragramage a parional in		No.	i i	į	İ	W0114363		
and per annum		!	ļ	1.	i	i	i	2.
ouncillors	3		451 000		250 600			701 600
Speaker	: 4		451 000		200 000			_
Chief Whip	i		563 700	:	287 700			851 400
Executive Mayor	ļ		300100	į				_
Deputy Executive Mayor Executive Committee			2 114 100	!	1 194 400			3 308 50
Total for all other councillors	- 1		1 067 300		964 600			2 031 90
otal Councillors	- 8	:	4 196 100		2 697 300		l	6 893 40
Olai Godificialo	- ;					i		
enior Managers of the Municipality	5							
Municipal Manager (MM)	:		903 200	140 500	198 600	71 600		1 313 90
Chief Finance Officer			793 900	131 900	185 400		İ	1 175 00
Director Infrastructure		: !	908 200	17 000	182 900			1 171 60 1 064 50
Director Economic Development		!	739 400	108 600	158 900	57 600		1 004 50
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List each member of board by designation	-	:	!	i			1	-
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Tatal for municipal entities	įχ	10 -	1		-i···	- 	. -	
Total for municipal entities		'V!	ļ	;				
TOTAL COST OF COUNCILLOR, DIRECTOR and EXECUTIVE	i	·	·			0 256 50		11 618

<u>References</u>

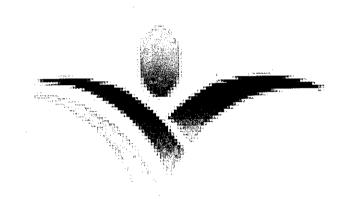
- Pension and medical aid
- 2. Total package must equal the total cost to the municipality
- 3. List each political office bearer by designation. Provide a total for all other councillors
- 4. Political office bearer is defined in MFMAs 1: speaker, executive mayor, deputy executive mayor, member of executive committee, mayor, deputy mayor, member of mayoral committee, the councillor designated to exercise powers and duties of mayor (MSA s 57)
- 5. Also list each senior manager reporting to MM by designation and each official with package >= senior manager by designation
- 6. List each entity where municipality has an interest and state percentage ownership and control
- 7. List each senior manager reporting to the CEO of an Entity by designation
- 8. Must reconcile to relevant section of Table SA24
- 9. Must reconcile to totals shown for the budget year of Table SA22
- 10. Correct as at 30 June

DC10 Cacadu - Supporting Table SA24 Summary of personnel numbers

Summary of Personnel Numbers	Ref		2012/13		Cu	rrent Year 2013/	14	Bu	dget Year 2014/	15
Number	1,2	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees	Positions	Permanent employees	Contract employees
Municipal Council and Boards of Municipal Entities						-			İ	30
Councillors (Political Office Bearers plus Other Councillors)	•	27		27	30	-	30	30		30 4
Board Members of municipal entities	4			'	4	- '	4	. 4	-	4
Municipal employees	- 5									
Municipal Manager and Senior Managers	, 3	. 4	-	4	4	- !	4	4	_	16
Other Managers	. 7	16	-	16	16		16	16		
Professionals		12	. 4	9	16	5	11	16	5	11
Finance	İ	3	1	. 3	7	4	. 3	7	4	3
Spatial/town planning	:	:	:	ļ		!		1 .		:
Information Technology					3	1	2	3	1	2
Roads		i	:	1			į .	•		ı
Electricity			1		1		i			1
Water	İ	:			1		1		İ	
Sanitation		:	1	į.		!		1		i
Refuse		;								
Other	÷	9	3	6	6	_	6	6	-	· .
Technicians		7	3	i 4	6	-	6	6	-	İ
Finance	1	5	3	2		!	İ	ļ		:
Spatial/town planning		1		1	1	-	1	1	-	i
Information Technology	i	1	-	1			1	1	İ	
Roads		•						1	!	i
		1			1			i		İ
Electricity			:	!			İ			1
Water	:		i	!	Ì	I	1	Į.	ì	İ
Sanitation	i	1	i	1	i		1	ļ		i
Refuse					5	i –	5	. 5	_	i
Other		26	: 7	19	56	25	31	56	25	3
Clerks (Clerical and administrative)		19		1	I	I		. 4	2	!
Service and sales workers	- 1		'i '	1	1		ļ		1	İ
Skilled agricultural and fishery workers		!		i		ļ	İ	1		!
Craft and related trades		i		-	1	i		1	1	İ
Plant and Machine Operators		11	.	: : 11	1 _	_		1 -	_	.
Elementary Occupations		122			136	32	104	136	32	: i
TOTAL PERSONNEL NUMBERS	9	122		102	11.5%					<u> </u>
% increase		j		1] 13.3%	32,47	. 2.0%			
Total municipal employees headcount	6, 1	0 :	i	!	1	:		l	!	1
Finance personnel headcount	8, 1				1					
Human Resources personnel headcount	į 8, 1	0	l			:			1	

References

- 1. Positions must be funded and aligned to the municipality's current organisational structure
- 2. Full Time Equivalent (FTE). E.g. One full time person = 1FTE. A person working half time (say 4 hours out of 8) = 0.5FTE.
- 3. s57 of the Systems Act
- 4. Include only in Consolidated Statements
- 5. Include municipal entity employees in Consolidated Statements
- 6. Include headcount (number fo persons, Not FTE) of managers and staff only (exclude councillors)
- 7. Managers who provide the direction of a critical technical function
- 8. Total number of employees working on these functions



Monthly Targets For Revenue, Expenditure And Cash Flow

R thousand Revenue By Source Property rates Property rates - penalties & collection charges Service charges - electricity revenue Service charges - sanitation revenue Service charges - ratuse revenue Service charges - ratuse revenue Service charges - ratuse revenue Service charges - ratuse revenue Service charges - other Rental of facilities and equipment Interest earned - external investments Dividents remed - ustanding deblors	August	-									-			
electricity revenue water revenue sanitation revenue sanitation revenue other xkemal investments		Sept. (October 1	November	December	January	February	March	April	Мау	June	Budget Year E 2014/15	Budget Year +1 Budget Year +2 2015/16 2016/17	Budget Year +2 2016/17
penatties & collection charges is - electricity revenue is - water revenue is - sanitation revenue is - araitation revenue is - truse revenue is - other is and equipment is - araitanding deblors i- outstanding deblors											ı	1	I	1
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Dividends received	 S	3		 }	}						1	l	. _ П	i
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Licences and permits	 m	 თ	က	က	က	m		<u>ත</u>	m	n	_	30	e :	8
ised - operational 1 250	33 428	1	2 110	24 370	2 778	ı	I	24 370	1	1 6	4 069	92 375	100 783	102 917
Other revenue 3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	3 065	14 884	48 603	02 42	100 nz
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	 } ;	 ! •												
Expenditure By Type Frankling and Apple 3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3 940	2 939	46 278	48 645	51 163
lors	269	269	999	632	269	269	569	269	269	 209	570	6 894	7 335	7 804
-		ç	700	105	125	105	125	125	125	125	125	1 505	1 505	1 505
Depreciation & asset impairment		621	 63		3	<u></u>	67	3	3	<u>-</u>	· ·		1	1
Finance charges Rulk nurchases											1	1	ı	1
Durk purchases Other materials									ć	 6	1 6	1 070	1 000	7 530
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Transfers and grants 4 429	3 429	3 429	6 429	429 6 285	8 033	429 5 129	5 429	6 274	5 130	5 129	24 134	73 635	49 843	42 885
Unter expenditure	7 700	2	3	}							1	ı	1	1
Total Expenditure	10 703	10 606	12 655	11 765	13 450	10 546	10 846	11 691	10 547	10 546	28 558	153 708	135 608	132 677
(6 420)	26 851	(6 479)	(6 419)	16 732	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	•	1	1
gnised - capital							-				1	I I	i I	1 1
Contributions recognised - capital											1	1	ı	I
Surplus/(Deficit) after capital transfers &	28 954	(8.470)	(6 A19)	16 732	(6.545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	1	1	I.
contributions	- C0 07	(c.+c.)	6	2	(2)							,	ı	1
Taxation											1	1	1	ι
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Surplus/(Deficit) (6 420)	26 851	(6 479)	(6 419)	16 732	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 547)	•		1

Description	Ref						Budget Year 2014/15	ır 2014/15						Medium Len	Medium Lerm Kevenue and Expenditure Framework	zypenarture
Rthousand	: 	July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2014/15	Budget Year +1 Budget Year +2 2015/16 2016/17	Budget Year 2016/17
Revenue by Vote		-	1	L. C	1 4	245	2 	7	615	615	615	615	270	7 354	6 378	6 654
Vote 1 - Executive and council		615	#55 1	CIO.	010		473	100	1 173	27 223	1 173	1173	2.634	184	98 140	98 412
Vote 2 - Finance and Corporate Services		1173	33 723	11/3	11/3	627 47	1/3	202	302	699	362	392	162	6 100	2 000	5 000
Vote 3 - Planning and Infrastructure development		385	76/	392	382	260	382	392	135	135	135	135	295	10 645	5 624	10 07
Vote 4 - Health		135	135	0006	135	335	133	35 135	S :	CC 1		3 5	750	000.0	· · ·	; '
Vote 5 - Community Services		520	250	250	520	250	250	250	250	720	. 062	000	25	007 6	l I	
Vote 6 - Housing			_					•				080		080	1 000	40.07
Vote 7 - Public Safety		200	200	3 000	800	800	800	800	800	800	5 000	2 000	1 756	20 226	18 266	10.276
Vote 8 - Short and Regrestion													ı	1	1	•
Votes O Management							-						ı	ı	i	1
Vole 9 - Waste Management		000	GEO	202	650	650	525	650	650	525	920	650	554	7 329	2 200	2 261
Vote 10 - Koads		000	98	746	145	145	145	145	145	145	145	145	180	1775	1	'
Vote 11 - Water		3			<u>2</u>	2	2	-	·- <u>?</u> -				1	<u>'</u>	ı	
Vote 12 - Electricity			_			1	 Q	- {	007	160	, G	150	325	1 975		,
Vote 13 - Other		120	150	150	150	150	150	150	200	8	<u></u>	3	7	5		•
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Total Descents by Moto	!	4 010	37 279	15 250	4 310	27 660	4 185	4 310	4 310	27 535	8 510	9 100	7 252	153 708	135 608	132 677
יום ויפגפוותם של אחרה	_	 ! !			٠		***								-	
Expenditure by Vote to be appropriated				1 (0	C	000	3000	9 035	2 03E	2 035	2 935	4 835	37 122	36 916	39 044
Vote 1 - Executive and council		2 935	2 935	2935	2 833	2 935	2 333	640 6	2003	3 043	3013	3.013	4 613	37 759	36 557	37 850
Vote 2 - Finance and Corporate Services		3013	3013		3013	3013	2013	0000	2000	1 320	1 320	1320	887	15 407	14 023	14 290
Vote 3 - Planning and Infrastructure development		1 320	1 320		1 320	1 320	920	000	020	. 020	000	2000	440	11 440	12 086	12 742
Vote 4 - Health		200	200	ග	200	700	700	. 007	200	700	202	2007	2.3	000 8	0000	2 400
Vote 5 - Community Services		267	792	267	267	267	267	267	/97	/97	/07	707	2 0	2000	7	7,66
Vole 6 - Housing		1	1	 I	ı	200	 I	1	1	ī		OSC	CIZ	CDO - 0	0440	
Vote 7 - Public Safety		1 280	1 280	3 780	1 580	1 580	1 580	1 580	1 580	1 580	2 780	5 780		28 264	9CF 9Z	16/81
Vote 1 - Laure Carety									300				ı	300	000	05
Vote o - about allu necleation						•							1	1	1	•
Vote 9 - waste management		202	505	ROR ROS	405	70 70	595	595	595	595	592	595	465	7 011	2 232	2 294
Vote 10 - Koads		Cec	390	6 6	400	007	400 A	400	400	400	400	400	395	5 392	698	924
Vote 11 - Water	_	400	400	5	5	8	2	3	2	}			ı	<u></u>	1	
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Vote 13 - Other		£13	<u>4</u>		7	2	?	?	2				1	1	ı	
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Total Expenditure by Vote		10 429	10 429	21 729	10 729	10 929	10 729	87/ □	670 1.1	87 A	C70 +	616	5	į		
Surplus/(Deficit) before assoc.	<u> </u>	(6 420)	26 850	(6 480)	(6 420)	16 731	(6 545)	(6 420)	(6 720)	16 806	(6 420)	(6 420)	(8 542)	'	1	
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Taxation							-						1	I	1	•
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References 1. Surplus (Deficit) must reconcile with Budgeted Financial Performance

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11							2 000	2 000	2 000	2 000	2 886	24 886	23 030	
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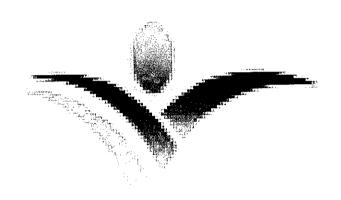
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	Ref						Budget Y	Budget Year 2014/15							Framework	į
Describació				!					4v	March	Anril	Mav	June	· 🛌	Budget Year +1 Budget Year +2	Budget Year +2
R thousand		July	August	Sept.	October	Nov.	Dec.	January						2014/13	017107	
Multi-year expenditure to be appropriated	-						I	1	ı			10 000	Ι	10 000	10 000	5 000
Vote 1 - Executive and council		1	1	1	1	ı	t							1	ı	ì
Vote 2 - Finance and Corporate Services		-											1	1	1	1
Vote 3 - Planning and Infrastructure development			-								_			1	1	1
Vote 4 - Health													1	<u> </u>	1	l
Vote 5 - Community Services													1	1	I 	1
Vote 6 - Housing						-				_	_		1	1	·	
Vote (- Public Salety													1			i
Vote 6 - Sport and recreament														1 1	 	1
Vote 10 - Roads	<u> </u>	-				-								ı		
Vote 11 - Water														1		1
Vote 12 - Electricity	_													ı	1	ı
Vote 13 - Other		-												1	1	
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Capital multi-year expenditure sub-total	7	I							_							
Single-year expenditure to be appropriated	_			0,74										519		
Vote 1 - Executive and council				318		386	2 000							2 766	1	
Vote 2 - Finance and Corporate Services	<u> </u>			107		3							·	107		1
Vote 3 - Planning and Infrastructure development	_			27.									1	211	!	-
Vote 4 - Health				7						_			1	ı	1	
Vote 5 - Community Services																1
Vote 6 - Housing			_	100				-						- 108 - 108		
Vote 7 - Public Safety				2											1	
Vote 8 - Sport and Recreation													1			
Vote 9 - Waste Management																
Vote 10 - Roads				19												
Vote 11 - Water								-						1		
Vote 12 - Electricity													_			
Vote 13 - Other													ı			
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Capital single-year expenditure sub-total	7	'		4 36 4		366		1	1	1		10 000	-	13 731	10 00	

 Table should be completed as either Multi-Year expenditure appropriation or Budget Year and Forward Year estimates
 Total Capital Expenditure must reconcile to Budgeted Capital Expenditure References

Budget Budget	Ref						Budget Year 2014/15	ar 2014/15						Medium len	Medium Lerm Kevenue and Experiorine Framework	Zybendinie
Rthousand	<u>_i</u>	July	August	Sept.	October	Nov.	Dec.	January	Feb.	March	April	Мау	June	Budget Year 2014/15	Budget Year +1 Budget Year +2 2015/16 2016/17	Budget Year 2016/17
Capital Expenditure - Standard	-											10 000	1	12 988	10 000	5 000
Governance and administration		·		622	 I	366	2 000	ı	ľ			10 000	ı	10 222	10 000	5 000
Executive and council				222	1	1 6	 60 60		I	· I I	· · · · · ·	2	ı	2 529)	1
Budget and treasury office	_	1	1	200	1	323	2 000		 I	. 1	·	 !	1	237		1
Corporate services		1	1	200	t	3,	1	1	ı !	. I	1	I	1	109	1	
Community and public safety		ı		109		-	•	I	<u>.</u>				1	ı	ı	
Community and social services													ı	1	(
Sport and recreation			-										1	109	ı	
Public safety				109	-		-						ı	1	1	1
Housing							-	_					I	1	1	1
Health				;				1	1	'	1	 	ı	634	1	
Economic and environmental services		 I	1	634	1	ı		· ·	- ··				ı	634	·	
Planning and development				634 4									t	ı		
Road transport			-	•			-						1	ı	1	
Environmental protection									1		1	1	ı	1	1	
Trading services		1	1	1	I		ı			-			ı	1	1	
Electricity										_			1	ı		
Water													ı	1	1	1
Waste water management													ı	l		
Waste management	-												1	1	ι	1
Other				-	-				· †						00000	5,000

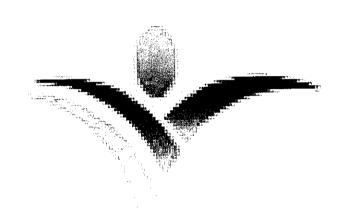
Rithousand Cash Receipts By Source Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Property rates Penalties - penalties & collection charges Service charges - electricity revenue Service charges - refuse revenue Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest earned - exitemal investments Interest earned - outstanding debots	ylut											1		-	
tas By Source rates rates - penalities & collection charges rharges - electricity revenue rharges - samitation revenue rharges - samitation revenue rharges - refuse revenue rharges - other reclitites and equipment reclitites and equipment samned - external investments			i	-	ļ		-		-	And	Na Ma	June	Budget Year E	Budget Year +1 Budget Year +2	dget Year +2
Cash Receipts By Source Property rates Property rates Property rates Property rates - penalties & collection charges Service charges - electricity revenue Service charges - sanitation revenue Service charges - sanitation revenue Service charges - tefuse revenue Service charges - tefuse revenue Rental of facilities and equipment Interest earned - cultistand investments Interest earned - outstand investments		August	Sept.	October	November D	December	January	February	March	Elda	irlay	╅	2014/15	2015/16	2016/17
Property rates Property rates - penalties & collection charges Service charges - electricity revenue Service charges - water revenue Service charges - sanitation revenue Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest earned - extlemal investments inherest earned - outstanding debtors	_	:										ı			
Service charges - electricity revenue Service charges - electricity revenue Service charges - sanitation revenue Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest earned - external investments Innerest earned - outstanding debots										=		1 1			
Service charges - water revenue Service charges - sanitation revenue Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest earmed - external investments Innerest earmed - outstanding debtors								=				ı			
Service charges - sanitation revenue Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest eranget - external investments Innerest enamet - outstanding debtors												1			
Service charges - refuse revenue Service charges - other Rental of facilities and equipment Interest earned - external investments Innerest earned - outstanding debtors	-							==				ı			
Service charges - other Rental of facilities and equipment Interest earned - external investments Inherest earned - outstanding debtors						-			-			ı <u>ş</u>			1 350
Rental of facilities and equipment interest earned - external investments innerest earned - outstanding debtors	Ę	 E	100	100	100	100	91	9	100	100	<u>6</u>	8	1 200	1.273	2 800
Interest earned - external processions in the process carried and process parties of the process	928	826	928	926	928	928	928	828	828	928	928	926 6	006		3
												1 (_		
Dividende received								_							
Dividends received									٠			1	_		
Fines												1	-	. 00	30
Licences and permits	~		m	65	ຄ	3	m	က	က	ec.	 (7)	_~	30	900	102 017
Agency services		20.4.20	200 0		24 300				24 300			ı	92 375	100 /83	102.917
Transfer receipts - operational	002	32 420	5.002	3 249	2 300	3 124	3 2 4 9	3 249	2 175	7 449	8 038	6 189	48 603	24 120	D96 0Z
Olher revenue	20 2	026.26	15.250	4.310	27 650	4 185	4 310	4 310	27 535	8 510	9 100	7 248	153 708	135 608	132 61
Cash Receipts by Source	4 ⊇	617 16	2	<u></u>	:								_		
Other Cash Flows by Source				-								1		_	
Transfer receipts - capital											_	ı			
Contributions recognised - capital & Contributed assets		-								-		1			
Proceeds on disposal of PPE				-		-						1			
Short term loans	-				-			_		-		1			
Borrowing long term/retinancing		=								-					
Increase (decrease) in consumer deposits												1			
Decrease (increase) in mirround control because (increase) other non-current receivables	-				-							ı			
Decrease (increase) in pon-current investments		-						1	263.50	0 640	0 400	7 248	153 708	135 608	132 677
Total Cash Receipts by Source	4 010	37 279	15 250	4310	27 660	4 185	4 310	4 310	27 333	2	; 				
	j							-						970	E4 183
Cash Payments by Type	2 040	UPOE	3 940	3 940	3 940	3 940	3 940	3 940	3 940	3.940	3 940	2 939	·	46 045	201 102
Employee related costs	046	045.0	199	569	632	269	589	999	999	269	269	569	5 8 9 4 1 4 5 5 5 6 5 6 5 6 5 6 5 6 5 6 5 6 5 6 5	266 /	2
Remuneration of councillors	 200	3	3					- "	-			1			
Finance charges												ı			
Bulk purchases - Electricity			-									'			
Bulk purchases - water & pewer							_	-	-			۱ ;		00C V	A 520
Other materials	500	353	343	328	353	353	353	353	353	383	353	348	4 240	1000	To t
Contracted services	e e	?	8												0
Transfers and grants - other municipalities		9	- 0770	067	627	429	429	429	429	429	459	437			24 800
Transfers and grants - other	4 429	3 4 29	9 429	423 F A33	5 574	5.437	5 437	5 737	5 437	9 637	10 227	11 507	į		44 390
Other expenditure	1.137	213/	45/	264.0	40.000	40.729	40 729	11 029	10 729	14 929	15 519	15 800	153 708	135 608	132 677
Cash Payments by Type	10 429	10 429	82	67.0	676 01	2	 ! !								
Other Cash Flows/Payments by Type			_								10 000		13 731	10 000	2 000
Capital assets	1	ı	1 365	•	396	2 000	-	1	 I						
Renavment of homowing								-							
Other Cash Flows/Payments			!				·		005	00077	26.640	45.800	167 439	145 608	137 677
Total Cash Payments by Type	10 429	10 429	23 094	10 729	11 295	12 729	10 729	11 029	10 729	14 923	İ			İ	!
	9	750 00	7 8441	(F. 419)		(8 544)	(6 419)			(6 419)	(16 419)	(8 552)	(13 730)	(10 000)	(5 000)
NET INCREASE(DECREASE) IN CASH HELD	053 850	747 432	274 282	266 438		276 385	267 841	261 422	254 703	271 510					
Cash/cash equivalents at the month/year begin:	000 007	274 282	266 438	260 019	276 385	267 841	261 422			265 091	1				



Annual Budgets & SDBIP: Internal Departments

ANNUAL BUDGETS AND SDBIP – INTERNAL DEPARTMENTS

(For information refer Annexure "G")

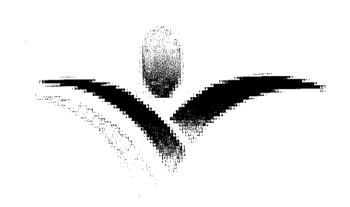


Contracts having Future Budgetary Implications

Description Ref Preceding pality: 1,3 Total attion By Contract 2 18 Revenue Implication 2 2 Description By Contract 2 2 Description By Contract 2	ring Current Year 2013/14 Original Budget The Municiplaity do	2014/15 Medium Budget Year B 2014/15 S con thave any con es not have any con es not have any con es not have any con es not have any con es not have any con es not have any con es not have any con es not have any con est not have est not have es	13/14 Famework Framework Framework Forecast Forecast Forecast Forecast Forecast Forecast Forecast Forecast Forecast Forecast Framework Framework Framework Framework Framework 19/11/18 2018/19 2018/19 2018/19 2018/19 2018/19 2018/16 2016/17 Estimate Estimate Estimate Estimate Iplaity does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations beyond the three years covered by the plainty does not have any confracts with future financial obligations belong the plainty of the	xpenditure F Substantial Substantial Obligati	Estimate Estimate ions beyond	Forecast 2018/19 Estimate Estimate he three year.	Forecast 2019/20 Estimate	Forecast 2020/21 Estimate	Forecast 2021/22 Estimate	Forecast 2022/23 Estimate	Forecast 2023/24 Estimate	Contract Value Estimate
By Contract 2 cenue implication By Contract 2	The Municipal Control of the Municipal Control	Budget Year B 2014/15 cs not have any con	udget Year +1 Budge 2015/16 20 1015/16 1016/1016/1016/1016/1016/1016/1016/1	et Year +2 116/17 ancial obligati	Estimate ions beyond (Estimate he three year	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
By Contract 2 enue implication 2 tion By Contract 2	The Municiplaity do	es not have any con	irracts with future fin	ancial obligati	lons beyond 1	he three years						
~ ~		1	1 1		1		s covered by t	he MTREF	***			1 1
		-	 	<u>-</u> .			1	1		1		1 1
•			<u> </u>									1
Contract 2 Contract 3 etc Contract 3 etc		-	-	_	'	1	1		! i	; , 	1 	i 1
Capital Expenditure Obligation By Contract												1 1
Confect 2									ļ 		_ '	
Total Capital Expenditure Implication		l 	! 	1	; - -	,		ı ! ı	! 1 	1 		
Total Parent Expenditure Implication	1		1	•	1	1	1	\ 				
Entities: Revenue Obligation By Contract Contract 1 Contract 2	<u>-</u>				<u></u>							1 I I
Confrect 3 etc Total Operating Revenue Implication			1	1		1	1		<u> </u>	ļ 		1
Expenditure Obligation By Contract Contract 1 Contract 2												1 1 I
Contract 3 etc Total Operating Expenditure Implication	'	-	t	1				 	 			ı
Capital Expenditure Obligation By Contract Contract 1					. "							
Contract 2 Contract 3 et contr	-		.	 				<u>'</u>		_ '	 	
lotal Capital Experiuture improduced	 - -		'		•	•		• - -		•	-	

| Total Entry Experiment Infracesory | References | References | Preceding Years' Column | 1, Total implication for all preceding years to be summed and total stated in Preceding Years' Column 2. List all contracts with future financial obligations beyond the three years covered by the MTREF (MFMA s33)

⁹⁴



Capital Expenditure Details

CAPITAL EXPENDITURE DETAILS

(For more information refer Annexure "E")

Explanatory notes to Table A9 - Asset Management

- 1. Table A9 provides an overview of municipal capital allocations to building new assets and the renewal of existing assets, as well as spending on repairs and maintenance by asset class.
- National Treasury has recommended that municipalities should allocate at least 40 per cent of their capital budget to the renewal of existing assets, and allocations to repairs and maintenance should be 8 per cent of PPE. Cacadu District Municipality does not meet these recommendations, because it does not have infrastructural assets.

DC10 Cacadu -	Table	AB Conco	hotchil	Accet !	tramanerell
IJC TU Cacadu •	· Labie	AS CORSO	muateu	ASSEL	vianauement

Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	1	ZU14/15 Mediu	m Term Revenue Framework	: с тхрелатиге
thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
APITAL EXPENDITURE		 	i		-					
Total New Assets	1	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	5 000
Infrastructure - Road transport	į	-		-	_	-	-	_	: _	: -
Infrastructure - Electricity Infrastructure - Water		_	_ [- []		- 1	_	_	-	_
Infrastructure - Senitation			_	-	-	-	_	-	j -	-
Infrastructure - Other		- ;	_	-		_ !	-	-	-	
Infrastructure	+	<u>-</u> ' -'			- **			-		Ī -
Community	!	- i	-	-		-	-	-	j -	-
Heritage assets		-	- :	-	-	-	-	-	-	-
Investment properties	- : [-		40.000	40.000	- 000	49 794	10 000	5 000
Other assets	6 :	7 103	1 864	3 514	13 030	13 990	3 990	13 731	10 000	3 000
Agricultural Assets	Ι.,	- :	- !	-	- i	-	-			I
Biological assets	-	- :	- '	-	_	_ !	_	_		_
Intangibles			<u>-</u>					ļ — . — . — .	-i	
Total Renewal of Existing Assets	2	-	-	-	- :	-	=	-	_	-
Infrastructure - Road transport	i	- :	- :	-	- j	-	_	-	_	-
Infrastructure - Electricity		-	-	~ [-	- '	_	-	: -	1 [
Infrastructure - Water		-	~	- '	- "	_ :	-	I -		-
Infrastructure - Senitation		-	-	_	_	-	_	ļ <u> </u>	1 -	
Infrastructure - Other Infrastructure				- -				<u>-</u>	1 3	
Intrastructure Community	i		_	_	_	_	_	_		-
Community Heritage assets			_	_	- 1	_	_	-	-	-
Investment properties	1	_ !	_	_	_	_	_	-	_	· -
Other assets	6	i	_	-	_	_ !	-	-	_	
Agricultural Assets	i	_	_	'	_ '	-	_	-	_	-
Biological assets		-	_	_	- 1	- 1	_	-	-	i -
Intangibles	i	- '	-	-	-					
Total Capital Expenditure	4									
Infrastructure - Road transport	, 7	_ [-	: -	_ :		_		i -	_
Infrestructure - Electricity		· _	_	_	-	_	_	! -	_	-
Infrastructure - Water	İ	'	_	i –	-	_ '	-	-	_	· -
Infrastructure - Senitation			_	-	_	-	-	-	-	-
Infrastructure - Other	1	- i	_		- 1		-	-	i	_i
Infrastructure							-			_
Community	į	- '	_	! -	-	-	_	-	- ! -	· .
Heritage assets	- 1	-	-	-	-	-	_	-	·	-
Investment properties		-	-	-	-		<u>-</u>	I		
Other assets	:	7 103	1 864	3 514	13 030	13 990	3 990	13 73	1 10 00	5 00
Agricultural Assets			_	: -	-	-	' -	-	· ! -	
Biological assets		- 1	-	-	-	-	-	_	·	_
Intangibles			-	-		·	<u></u> .	. 		
TOTAL CAPITAL EXPENDITURE - Asset class	. 2	7 103	1 864	3 514	13 030	13 990	3 990	13 73	1 10 00	0 500
ASSET REGISTER SUMMARY - PPE (WDV)	5			i			i		!	
Infrastructure - Road transport	!				1	!			i	
Infrastructure - Electricity						i		1		
Infrastructure - Waler	!	i .		İ			İ	1		
Infrastructure - Sanitation				•	ļ		:			1
Infrastructure - Other		ļ			.	i	ļ			
infrastructure		- !	-	-	_	1 -	_	1	-	·
Community				1						:
Heritage assets	i	14 254	14 526	14 881	14 526	14 526	14 88	1 14 88	31 14 88	14 88
Investment properties Other assets		68 445	33 994		1	99 700	39 19	1		
		UU 440	30 004	-		-		1		
Agricultural Assets Biological assets			-		[_	_	.	_	
Intangibles		87	87	87	87	: 87	8	7	87 8	37 8
TOTAL ASSET REGISTER SUMMARY - PPE (WDV)	5						54 16	3 66 3	89 74 88	78 37
EXPENDITURE OTHER ITEMS				1						
Depreciation & asset impairment		4 500	1 622	975	2 033	2 033	: 1 48	4 15	05 150	05: 1.50
Repairs and Maintenance by Asset Class	3	i	574					1		
Infrastructure - Road transport		-	_	_	-		-			- -
Infrastructure - Electricity		-	_	-	_	_	: -	.] .	- -	- ' -
Infrastructure - Water		_	-	, -	-	-	; -	.	- '	
Infrastructure - Sanitation		· _	<u>.</u>	-	-	-	-	.	- .	-
Infrastructure - Other		_								-
Infrastructure		- '	:	_	-	-	-		-!	- '
Community	į	-	-	-	-	-	-		- :	- ;
Heritage assets		-	-	-	-		-		-	_
Investment properties			_		_	-	- 07	1		I .
Other assets	6,		574							
TOTAL EXPENDITURE OTHER ITEMS	:	6 955	2 19	6 136	3 024	3 028	2 31	4 27	sr 27	31 : Zf
Renewal of Existing Assets as % of total capex		0.0%	0,0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Renewal of Existing Assets as % of deprecn"		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
R&M as a % of PPE		3.6%	1.7%	1,1%	1.0%	1.0%	2.1%	2.4%	2.1% 2.0%	1.9%
[/\union as a /0 0/ / / t-								2.0%		2.0%

References

- Detail of new assets provided in Table SA34a
- 2. Detail of renewal of existing assets provided in Table SA34b
- Detail of Repairs and Maintenance by Asset Class provided in Table SA34c
- 4. Must reconcile to total capital expenditure on Budgeted Capital Expenditure
- 5. Must reconcile to 'Budgeted Financial Position' (written down value)
- 6. Donated/contributed and assets funded by finance leases to be allocated to the respective category

DC10 Cacadu - Supporting Table SA34a Consolidated capital expenditure on new assets by asset class

Description	Ref	2010/11	2011/12	2012/13	c	urrent Year 2	2013/14			n Term Revenue Framework	
thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjuste Budget			Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
pital expenditure on new assets by Asset Class	/Sub-class			<u> </u>			!				
rastructure	'	_ '	_	_	-	İ	-	-		<u> </u>	<u> </u>
Infrastructure - Road transport		-	-		-	:	-	-	-	-	-
Roads, Pavements & Bridges	1			1		ĺ				İ	i
Storm water				1			İ	1		! ·	
Infrastructure - Electricity		_	_	_	_	1	-	-	_	; -	· -
Generation	1 1		: !			!	1	ļ			İ
Transmission & Reticulation				:	Į.						
					1						
Street Lighting			I		_	ļ	_	_ \	_	_	j .
Infrastructure - Water		_		-			ļ			•	ļ
Dams & Reservoirs	, i			i		1				ļ	T.
Water purification	1 .		'			1		ŀ			1
Reticulation			1		1	i	ļ			i _	!
Infrastructure - Sanitation	1 1	-	_	-	_	ļ	-,	-	_	i -	İ
Reticulation			1							!	
Sewerage purification	. i			i	1	1	1			1	!
Infrastructure - Other		-	-	-	-		-	-	-	-	i '
Waste Management	:			ł				1		!	
Transportation	2:			i	1		i			1	1
Gas			1				İ	ļ		-	
Other	3 .			1	ļ			1		1	
V	, , ;			i	1	-					1
Community		-			_		-			·	
Parks & gardens					ļ	i	-			1	
Sportsfields & stadia			!								
Swimming pools				i		:		1		!	
Community halls	:				ļ	İ					
Libraries	e i		1			ļ	1			-	
Recreational facilities Fire, safety & emergency			!	:				İ			
Security and policing					ļ	i	ļ				
Buses	: 7					į	1				
Clinics			İ	!			İ	1			
Museums & Art Galleries					1	1					
Cemeteries							İ			ļ	
Social rental housing	8 :					:	İ				
Other								—		·	
	: :			. .		.	- i	_	_	_	.
Heritage assets			i		-					ï	
Buildings Other	9 -			i	ł						i
03.01					-	" i "					
Investment properties		_		·	: . l <u></u>			_ '	<u>-</u> -	_i	·
Housing development			1		-					İ	1
Other	i			<u> </u>			.		ļ	!	_+
					14 13 0	n!	13 990	3 990	13 73	1 10 00	₀₀ 5
Other assets		7 10 1 30		54 3 5 32 2 3		00	500	500			
General vehicles	10	25		51 -	1	-	_	-		. :	-
Specialised vehicles Plant & equipment	. 10	2.0	:				!				!
Computers - hardware/equipment				- 8	99	!	1			!	i
Furniture and other office equipment		5 55	3 8	81 2	70 25	30	3 490	3 490	373	81	İ
Abaltoirs					Į.	į.				i	ļ
Markets	1									!	İ
Civic Land and Buildings	- !	!	;		40.0		10 000		10 0	00 10 0	00 5
Other Buildings			1	-	100	UU ;	10 000 ;		,,,,		
Other Land		:				j	1			:	
Surplus Assets - (Investment or Inventory)							į		1	į	
Other			i		\·	·					
Agricultural assets				- !	-	- !	i	-			
List sub-class				1		,	į		1	į	
	:	ļ	-		-1	· - ! · · ·			-	ļ	
<u>Biological assets</u>	1		- !	_ !	-	i	-	. .		- :	-
List sub-class		:	:		1	i .				İ	!
	1					. <u></u>				.	·
	!			_					1		_
<u>Intangibles</u>			I.					<u>-</u> -		-	:
Computers - software & programming	į	1					:		1	i	İ
Other (list sub-class)							40.000		 	24 40	000
Total Capital Expenditure on new assets	1	7 1	03 1	864 3	514 13	030	13 990	3 990	13 7	ari 101	000
Secription uphicles	 +	, ,	250	451	-T	_	-	_	T	-	-
Specialised vehicles		'	.00	101	l l	ı	ļ		1	i	
Refuse	[1			1						i
Fire	1	1				:	!			'	
Conservancy		1 .	360	454	1	1	!		1	İ	
Ambulances	1	1 2	250	451	1	1				1	

- References

 1. Total Capital Expenditure on new assets (SA34a) plus Total Capital Expenditure on renewal of existing assets (SA34b) must reconcile to total capital expenditure in Budgeled Capital Expenditure

 2. Airports. Car Parks, Bus Terminals and Taxi Ranks

 3. For example technology backbones (e.g. fibre optic, WIF1 infrastructure) for economic development purposes

- 4. Work-in-progress/under construction to be budgeted under the respective item
 5. Infrastructure includes 'land and buildings required' by that infrastructure and vehicles/plant & equipment used by the service generated by that infrastructure
 6. Donated/contributed & leased assets to be included within the respective sub-class

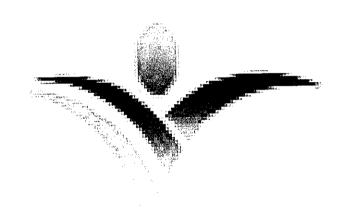
Description	Ref	2010/11	2011/12	2012/13	c	urrent Year 2013			Framework	e & Expenditure
thousand	1 1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Fuil Year Forecast	Budget Year 2014/15	Budget Year + 2015/16	1 Budget Year +2 2016/17
pital expenditure on renewal of existing assets b	Asset Clas	s/Sub-class		1				ļ	1	1
<u>frastructure</u>	i .	- 1	-	-	-		<u> </u>	<u> </u>		
Infrastructure - Road transport					-	-	-	-	<u> </u>	-
						!	İ		İ	
Roads, Pavements & Bridges				i	ł	i	:		1	1
Storm water	: !			1	_		_	1 -	-	_
Infrastructure - Electricity	i .	- 1	-	i -	_				ļ	I
Generation	1 1	:		!		İ	İ	1		İ
Transmission & Reticulation	:	i		1		!	1			
Street Lighting					1	İ	i	 		i
Infrastructure - Water		- '	-		-	-	-	-	-	-
Dams & Reservoirs				İ	4	1		1	i	1
Water purification			!	!				1	İ	İ
Reticulation			i	i.		:	:			
		_	i : _	_	۱ -	_	-	-	- 1	- -
Infrastructure - Sanitation		_	:			ļ	ļ			
Reticulation					1	1	1	1	1	1
Sewerage purification				I	1	!			_	_ _
Infrastructure - Other	1 .	-	-		_	-	-		- 1	į –
Waste Management			1	!	1	İ		1		1
Transportation	. 2		1	i	1	!	!			
Gas			!		1	1			i	
Other	3		i							
warry:					1	i	1			!
Community	! ;	_	!	- <u>!</u>	_ -		ļ	[:		<u>-i</u>
Parks & gardens	i					!	!		İ	
Sportsfields & stadia					1	İ	İ	1	i	i
Swimming pools			1			ļ				
Community halls	i			j	\	1		i i	!	ļ
Libraries	- 1		:	ļ				i		
Recreational facilities				į		!			ļ	
Fire, safety & emergency					1			1	i	1
Security and policing Buses	7		1			ļ				İ
Clinics	1	ı	i		i i	i	İ	į.	-	1
Museums & Art Galleries	!			!			ļ			i
Cemeteries			İ	1		!	1	ļ	ļ	
Social rental housing	8	i	!	-	1			1	ĺ	i
Other		!								
	İ				1	1		_ 1	- 1	- :
Heritage assets		<u> </u>	- :			<u>-</u>		=		
Buildings	1.0		i	i	1	,		,	!	
Other	9		· <u>!</u>							
In continue to proportion		_		- i	_	_ ' -	- ',	-	-	
Investment properties Housing development	i		!	-						
Other	:	1	i	:						
				. [I
Other assets	ļ	-		!	-	-	<u>- </u>	<u>-</u>		- ,
General vehicles		:				!	i		_ !	_
Specialised vehicles	10	-	. !	- !	-	-	-	-	- i	1
Plant & equipment	•	:	i	:						ĺ
Computers - hardware/equipment	!	i		!	1	İ	İ	1	- :	
Furniture and other office equipment	:		i				1			1
Abattoirs	1				1		1		ļ	
Markets Civic Land and Buildings	ļ	İ	:	!				1	1	i
Other Buildings						!		l	ļ	
Other Land		į	!	1				1		
Surplus Assets - (Investment or Inventory)	,	1	1	İ			!		İ	
Other	1	i	_	.		:	i		.!	
	:	1-		_ :	_	_	_ !	_	-	- 1
Agricultural assets	:		-	-		:				
List sub-class		-		:]	į	i	1		!
		:				ļ	··			
Biological assets	1	i ·	-			-			!	
List sub-class	-	i	,			İ			i	
1				i						.
	!					į	.	_ 1		
Intangibles					_	_ !		-		
Computers - software & programming				ı		i	i	1	1	!
Other (list sub-class)	!	4			1				1	

Specialised vehicles Refuse Fire Conservancy		-	- !	-		์ น	-	-	-	_
Ambulances Renewal of Existing Assets as % of total capex Renewal of Existing Assets as % of deprecn*	- -	0.0%	0.0%	0.0% 0.0%	0.0%	0.0% 0.0%	0.0% 0.0%	0.0% 0.0%	0.0%	0.0% 0.0%

References

- 1. Total Capital Expenditure on renewal of existing assets (SA34b) plus Total Capital Expenditure on new assets (SA34a) must reconcile to total capital expenditure in Budgeted Capital Expenditure
- 2. Airports, Car Parks, Bus Terminals and Taxi Ranks

- 2. Airports, Car Parks, Bus Terminats and Taxi Hairis
 3. For example technology backbones (e.g. fibre optic, WIFI infrastructure) for economic development purposes
 4. Work-in-progress/under construction to be budgeted under the respective item
 5. Infrastructure includes 'land and buildings required' by that infrastructure and vehicles/plant & equipment used by the service generated by that infrastructure
 6. Donated/contributed & leased assets to be included within the respective sub-class
- 7. Busses used to provide a service to the community
- 8. Not municipal contributions to the 'top structure' being built using the housing subsidies
- 9. Statues, art collections, medals etc.
- 10. Ambulances, fire engines, refuse vehicles but not vehicles that would normally be classified as 'Plant and equipment'



Legislative Compliance Status

LEGISLATIVE COMPLIANCE STATUS

The promulgation of the Municipal Finance Management Act (The Act) has brought in proficiency and control measures to local government in terms of budgeting, monitoring and accounting on public funds. The Act and budget regulations have had a profound effect on local government operations that required transformation in financial discipline and planning processes. The budget preparation for 2014/2015 complies with these key requirements.

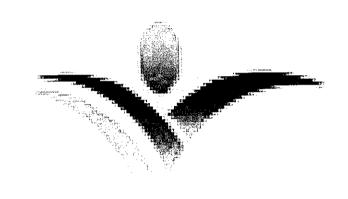
The Act and regulations have created clear reporting standards for local government that conforms to international standards. In addition to providing for improved reporting by local government, the Act stipulates that new accounting and financial standards must be complied with. The Cacadu District Municipality's electronic reporting to National Treasury has also been complied with and has also improved over time. The monthly and quarterly returns to National Treasury have been in most instances submitted on time.

In accordance with the provisions of the Act, Cacadu District Municipality has an approved Supply Chain Management Policy, which was extensively consulted on. The policy is intended to regulate the supply chain management environment within the district. Required resources (human, financial and otherwise) have been allocated to the Supply Chain Management section to enhance capacity.

The reform agenda set out through the Municipal Finance Management Act provides new accounting standards, which includes national standards such as Generally Recognised Accounting Practice (GRAP). The above mentioned accounting practice has been adhered to during the development of the budget.

The Cacadu District Municipality's financial statements were prepared to comply with GRAP.

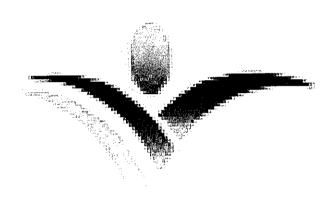
When preparing the budget, the Cacadu District Municipality has complied with the requirements of the MFMA Budget Regulations and circulars which requires the municipality to draft the budget in a specific format and which specifies the contents of the budget.



Details of Budgets per Department

SUMMARY OF EXPENDITURE BUDGETS PER DEPARTMENT: 2014/15

DEPARTMENT	AMOUNT R'000	%
Infrastructure Development & Planning	68 132	44%
Finance & Corporate Services	43 341	28%_
Economic Development	20 832	14%
Office of the Mayor	13 439	9%
Office of the Municipal Manager	7 964	5%
Total	153 708	100%



Municipal Entity Budget Information

DC10 Cacadu - Supporting Table SA31 Aggregated entity budget

Description	Ref	2010/11	2011/12	2012/13	Cu	rrent Year 2013/1	4	2014/15 Mediu	m Term Revenue Framework	& Expenditure
R million	Kei	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance	ſ									
Property rates		i				!				
Service charges	Į			:						
Investment revenue	l				0	0	0	0	0	0
Transfers recognised - operational	ļ				4	. 5	5	4	4	5
Other own revenue	- 1			:		!		2	1	1
Contributions recognised - capital & contributed assets						:			L	
Total Revenue (excluding capital transfers and contribu	ıtions	- 1	-	_	4	5	5	6	6	ŧ
Employee costs					2	2	1	4	4	4
Remuneration of Board Members						i !		0	0	(
Depreciation & asset impairment				:				 0	0	(
Finance charges				!						
Materials and bulk purchases						!				
Transfers and grants						;		ļ		
Other expenditure						:		2	1 :	1
Total Expenditure			-	· · · · ·	2	2	1	6	6	6
Surplus/(Deficit)		-		-	2	3	4	0		-
Capital expenditure & funds sources									:	
Capital expenditure				<u> </u>		!				
Transfers recognised - operational				•						
Public contributions & donations				:				1		
Borrowing		ļ								
Internally generated funds		l		<u> </u>	0	. 0	0	0		
Total sources		-	-	_	0	0	0	0	j -	-
Financial position										
Total current assets				:	0	0	3	1	1	1
Total non current assets				İ	0	! 0	0	0	!	ı
Total current liabilities				ļ	0	. 0	0	0	0	
Total non current liabilities										
Equity					0	0	3	1	1	
Cash flows			:	! 						
Net cash from (used) operating					0	_	3	,		(
Net cash from (used) investing					(0)	(0)	(0)) (C)	-
Net cash from (used) financing					-	_	-	-	-	-
Cash/cash equivalents at the year end					0	0	3	1	1	

Cacadu Development Agency - Table D1 Budget Summary

Cacadu Development Agency - Table D1 Bud	2010/11	2011/12	2012/13	Curre	ent Year 2013/1	4	Medium Term	Revenue and I	expenditure
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Financial Performance									_ '
Property rates	- i	-	-	- :	-	_	_	_	_ '
Service charges	-	- i	-	-	-			130	110
Investment revenue	-	-	-	85	85	85	150	i	-
Transfers recognised - operational	- !	-	-	- !	-		r 700	- - 400 :	5 425
Other own revenue				4 000	4 957	4 957	5 700	5 400 5 530	5 535
Total Revenue (excluding capital transfers and contributions)	- '	-	-	4 085	5 042	5 042	5 850		
Employee costs			-	1 788 ¦	1 945	1 179	3 643	3 861	4 093
Remuneration of Board Members	_	_	-	141	141	92	155	156	156
Depreciation and debt impairment	_	-	_	- j	- ¦	-	-	_	-
Finance charges	_	-	-	_ !	-	-	-	-	_
Materials and bulk purchases	_	_	_	- i	- '	-	l -	-	-
Transfers and grants	_	-	-	- !	-	-	_	<u> </u>	 -
Other expenditure	_	_	_	2 081	2 866	913	1 907	1 513	1 286
•		-	_	4 010	4 952	2 184	5 705	5 530	5 535
Total Expenditure	<u>-</u> -	_		75	90	2 858	145	_	-
Surplus/(Deficit) Transfers recognised - capital	_	-	_	- 1	-	_	-	-	_
Transiers recognised - oxpitor	1		: 1					į	!
Contributions recognised - capital & contributed assets	-	_						<u> </u>	
Surplus/(Deficit) after capital transfers &	_	1	-	75	90	2 858	145	_	-
contributions	I				_	_	_	i -	-
Taxation			<u> </u>	75	90	2 858			+· ·
Surplus/ (Deficit) for the year		<u>-</u>	!		30	2 000		<u> </u>	<u> </u>
Capital expenditure & funds sources		j			·	! 			
Capital expenditure	-	-	-	75	75	75	1		-
Transfers recognised - capital	-	-	-	75	75	75	1	_	_
Public contributions & donations	_	-	_	-	-	_	-	_	-
Borrowing	-	-	_	-	_	_	-	-	_
Internally generated funds	-	-	-	-	·	_	-	_	i -
Total sources of capital funds	_	-	i -	75	75	75	145	<u> </u>	! <u>-</u>
Financial position	 					i			!
Total current assets	_	· -	-	150				1	
Total non current assets	_	_	_	150	150	150		1	
Total current liabilities	-	-	_	60	60	60	o 60	5	5 5
Total non current liabilities	_	! _	-	_	_	_	L	-	-
Community wealth/Equity	_	-	-	240	240	2 94	8 1 36	84	3 29
Cash flows	 		i -						
Net cash from (used) operating	-	-	· i -	1	•		·		0) (52
Net cash from (used) investing	_	-	- ! -	(75	6) (75	i) (7	5) (14	5) -	-
Net cash from (used) financing	-	· -	. -	-	_		-	_	_ i
Cash/cash equivalents at the year end		_		150	150) 294	8 115	8 65	8 1:

Cacadu Development Agency - Table D2 Budgeted Financial Performance (revenue and expenditure)

Description	2010/11	2011/12	2012/13	Cur	rent Year 2013/	14	Medium Terr	n Revenue and Framework	Expenditure
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Revenue by Source									
Property rates	_	-		- !	- :	=	-	-	-
Property rates - penalties & collection charges	_ !	-	-	- ;	-	_	-	-	-
Service charges - electricity revenue	-	-	-	-	-	-	-	_	-
Service charges - water revenue	- 1	-	-	-	- '	-	-	-	-
Service charges - sanitation revenue	_		_	_ !		-	-	-	-
Service charges - refuse revenue	_	=	-	- ;	- İ	-	-	_	_
Service charges - other	_ :	_	-	-	-		_	_	_
Rental of facilities and equipment	-	-	_	_	_ ;	_	_	-	-
Interest earned - external investments	_	_	_	85	85	85	150	130	110
Interest earned - outstanding debtors	_		_	- ;	_	_	_	_	_
Dividends received	_	_	. -	-	-	_	_	_	-
Fines	_		_	-	_	_	_	· _	_
Licences and permits	_	_	_	_ !	_	_	_	_	_
Agency services	_	_	_ '		_	_	_	i -	_
Transfers recognised - operational	_	_	. –	_	-		_	_	_
Other revenue	_	l _	i _	4 000	4 957	4 957	4 000	4 400	4 800
Gains on disposal of PPE			_	_	-		1 700	1 000	625
Can on disposition ()	ļ								
Total Revenue (excluding capital transfers and contributions)	_	-	.	4 085	5 042	5 042	5 850	5 530	5 535
Expenditure By Type									
Employee related costs	-	-	<u> </u>	1 788	1 945	1 179	3 643	3 861	4 093
Remuneration of Directors	_	_	i –	141	141	92	155	156	150
Debt impairment	-	_	-	_	-	-	-	-	<u> </u>
Collection costs	_	_	-	_	-	_	1 -	_	-
Depreciation & asset impairment	_	_	-	25	25	25	25	25	2
Finance charges	-	-	-	-	-	_	-	-	-
Bulk purchases	_	-	_	-	-	i -	-	_	-
Other materials	_	_	-	_	-	-	_	_	<u>-</u>
Contracted services	_	_	_	-	_	_	-	_	_
Transfers and grants	_	_	_	<u> </u>	_	-	_	_	_
Other expenditure	_	-	_	2 056	2 841	. 888	1 882	1 488	1 26
Loss on disposal of PPE	_	_	! _	_	_	-	_	-	
Total Expenditure	_	_	· -	4 010	4 952	2 184	5 705	5 530	5 53
Surplus/(Deficit)	_	_	_	75	90	2 858	145	_	_
1	_			l '*			"		
Transfers recognised - capital Contributions recognised - capital	_	-	! -	Ī .	! -		Ī -		_
,	_	_	:	_		_	-		1
Contributions of PPE	- · · · · · · · · · · · · · · · · · · ·	<u> </u>		75	90	2 858	145	<u> </u>	-
 Surplus/(Deficit) after capital transfers & contributions	_	_	_	"	90	2 030	143	_	
		į	į	Į.		:	1	+	
Taxation	ļ	<u>+</u>	·	75	90	2 858	145	<u></u>	
Surplus/ (Deficit) for the year	_	_	-	/3	90	_ ∠ 038	145		

Cacadu Development Agency - Table D3 Capital Budget by vote and funding

Vote Description	2010/11	2011/12	2012/13	Cui	rrent Year 2013/	14		n Revenue and Framework	
	Audited	Audited	Audited	Original	Adjusted	Full Year	Budget Year	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands	Outcome	Outcome	Outcome	Budget	Budget	Forecast	2014/15	+1 2013/16	+2 2010/1/
Multi-Year expenditure									
Insert programme/projects description		ļ '							İ
	1							İ	
									ĺ
				ļ					ļ
									:
			:			:			
								:	
					i 				İ
Capital multi-year expenditure sub-total	_	-	_		_	_	-	-	_
Single Year expenditu <u>re</u>	1				İ				İ
Insert single year budgets and indicative estimates						i			
	ĺ		İ		!			İ	
Computer equipment	-	_	-	45	45	45		_	-
Computer software		-	<u>-</u>	20	20	20	25	-	-
Furniture and fittings	_	-	-	10	10	10	50	_	-
Office Equipment	-	-	-	-	-	! -	20		
			:				1		
		i		ł	İ			į	1
			!			!	j		
						İ		!	
Capital single-year expenditure sub-total	<u> </u>	·	 	75	75	75	145	<u>-</u>	-
Total Capital Expenditure		 <u>-</u> -	ļ <u>-</u>	75		-;			-
		1	<u> </u>		!			T .	i "
Funded by:		i			İ				i
National Government	i		!						
Provincial Government		_	i _	75	75	75	145	_	_
Parent Municipality District Municipality		_		"	1			İ	i
Transfers recognised - capital				75	75		i 145	i –	
Public contributions & donations			i	"		1	1		ļ
Borrowing		í			1				1
Internally generated funds					İ	!			
Total Capital Funding				75	75	75	145	i -	1

Cacadu Development Agency - Table D4 Budgeted Financial Position

Description	2010/11	2011/12	2012/13	Cui	rrent Year 2013/	14	Medium Teri	m Revenue and Framework	Expenditure
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
ASSETS				İ	·				
Current assets									
Cash	-	-	-	150	150	2 858	1 158	658	135
Call investment deposits	-	-		_ !	-	-	-	_	
Consumer debtors		_	-	-	_ !	-	-	-	
Other debtors	-	-	-	-	- ;		-	_	_
Current portion of long-term receivables	_	-	-	-	- j	_	_	-	_
Inventory	-	-	_	-	· -	-	-	_	_
Total current assets	-	_		150	150	2 858	1 158	658	135
Non current assets									i
Long-term receivables	-	-	-	-	-	-	-	· -	–
Investments	-	_	_	-	- į	-	-	j -	<u> </u>
Investment property	- !	_	-	-	-	_	-	_	_
Property, plant and equipment	-	-	<u>-</u>	130	130	130	250	225	200
Agricultural assets	- '	_	-	-	. -	-	-	-	-
Biological assets		. -	-	-	-	-	-	_	-
Intangible assets	-	-	_	20	20	20	20	15	10
Total non current assets	_	-	· -	150	150	150	270	240	210
TOTAL ASSETS	_	_	_	300	300	3 008	1 428	898	345
LIABILITIES									:
Current liabilities					į.				
Bank overdraft	-	: -	-	-	- '	-	-	-	-
Borrowing	-	<u> </u>	-	_	-	_	-	-	_
Consumer deposits	_	_	-	-	-	_	_	_	_
Trade and other payables	-	_	-	60	60	60	60	55	50
Provisions	_	<u> </u>	-	_	_	_	-		-
Total current liabilities		: :	-	60	60	60	60	55	50
Non current liabilities		1						!	
Borrowing	-	-	-	-	_		-		-
Provisions		<u>-</u>		-	_	-	_		_
Total non current liabilities		-	_	-	_	_	_	_	-
TOTAL LIABILITIES	<u> </u>	<u> </u>		60	60	60	60	55	. 50
NET ASSETS				240	240	2 948	1 368	843	29:
COMMUNITY WEALTH/EQUITY		:	:						
Accumulated Surplus/(Deficit)	_	_	_	240	240	2 948	1 368	843	29
Reserves	_	_	_	-	_	<u> </u>	_	-	_
Share capital	_	-	_	_	_	_	_	-	-
TOTAL COMMUNITY WEALTH/EQUITY	- ····		÷	240	240	2 948	1 368	843	29

Cacadu Development Agency - Table D5 Budgeted Cash Flow

Description	2010/11	2011/12	2012/13	Cur	rent Year 2013/	14	Medium Ten	n Revenue and Framework	Expenditure
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
CASH FLOW FROM OPERATING ACTIVITIES		:		:				!	
Receipts				i					
Ratepayers and other	_	-	-	-	-	-	-		_
Government - operating	_	: - ⁱ	-]	3 925	4 957	4 957	4 000	4 400	4 800
Government - capital	_	- .		75	75 [!]	75	-	_	-
Interest	-	-	-	85	85	85	150	130	110
Dividends	_	_	-	-	-	-	-	-	! <u>-</u>
Payments								ļ	:
Suppliers and employees		-	-	(3 860)	(4 892)	(2 094)	(5 795)	(5 030)	(5 43
Finance charges	_	_	_	-	-	-	_	_	-
Dividends paid	_	_	_	-	-	_	i -	_	-
Transfers and Grants	_	_	_	_ '	_	_	_	_	-
NET CASH FROM/(USED) OPERATING ACTIVITIES		<u> </u>		225	225	3 023	(1 645)	(500)	(52:
CASH FLOWS FROM INVESTING ACTIVITIES									!
Receipts									,
Proceeds on disposal of PPE	_		_	- ;	_	<u> </u>	_		_
Decrease (Increase) in non-current debtors	_	-		_	_		_	_	_
Decrease (increase) other non-current receivables	_	_	_	_	_	_	_	_	-
Decrease (increase) in non-current investments	_	_	_	_	_	_	_	_	· _
Payments	· I		!]				1	
Capital assets	_	_	. –	(75)	(75)	; (75)	(145)	i -	_
NET CASH FROM/(USED) INVESTING ACTIVITIES			<u>-</u>	(75)	(75)			 	
CASH FLOWS FROM FINANCING ACTIVITIES									
Receipts		1		•				-	İ
Short term loans] _	_	_	_	_	_	_	i -	ļ
Borrowing long term/refinancing		_			_	<u> </u>	_	_	_
Increase (decrease) in consumer deposits	_	_	_		_	_	_	_	_
Payments		:			1				
Repayment of borrowing		_	! _	_	_	!	i _	i -	_
NET CASH FROM/(USED) FINANCING ACTIVITIES			i				· · · ·	_	
· · · · · · · · · · · · · · · · · · ·	··· - -	 			ļ	 	,,		
NET INCREASE/ (DECREASE) IN CASH HELD	- _	-	ļ	150	150	2 948		: <u> -</u>	14
Cash/cash equivalents at the year begin:	-	-	-		<u> </u>	-	2 948	1	!
Cash/cash equivalents at the year end:			-	150	150	2 948	1 158	658	13

Cacadu Development Agency - Supporting Table SD1 Measurable performance targets

acadu Development Agency - Supporti		2010/11	2011/12	2012/13	Cu	ment Year 2013	/14	Medium Ter	n Revenue and Framework	Expenditure
Performance target description	Unit of measurement	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	
efer to Performance Objectives		ļ				l i				
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Description of indicator	Basis of calculation	2010/11	2011/12	2012/13	Cu	irrent Year 2013	ł14	Medium Terr	n Revenue and Framework	Expenditure
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
Borrowing Management						!				
Borrowing to Asset Ratio	Total Long-term Borrowing/ Total Assets	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Capital Charges to Operating Expenditure	Finance charges & Depreciation / Operating Expenditure	0%	0%	0%	0%	0%	. 0%	0%	0%	0%
Borrowed funding of capital expenditure	Borrowing/Capital expenditure excl. transfers and grants and contributions	0.0%	0.0%	0.0%	0.0%	! 0.0% !	0.0%	0.0%	0.0%	0.0%
Safety of Capital				I					:	İ
Debt to Equity	Loans, Accounts Payable, Overdraft & Tax Provision / Funds & Reserves	0.0%	0.0%	0.0%	25.0%	25.0%	2.0%	4.4%	6.5%	16.9%
Gearing	Long Term Borrowing / Funds & Reserves	0%	0%	0%	0%	0%	0%	0%	0%	0%
Liquidity			I				i			
Current Ratio	Current assets / current liabilities	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Current Ratio adjusted for debtors	Current assets/current liabilities less debtors > 90 days	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Liquidity Ratio	Monetary Assets / Current Liabilities	0.00	0.00	0.00	2.50	2.50	47.63	19.30	11.96	2.70
Revenue Management								Į		
Annual Debtors Collection Rate (Payment Level %)	Last 12 Mths Receipts / Last 12 Mths Billing		0%	. 0%	0%	0%	0%	0%	0%	0%
Outstanding Debtors to Revenue	Total Outstanding Debtors to Annual Revenue	0%	0%	0%	0%	0%	0%	0%	0%	0%
Longstanding Debtors Reduction Due To Recovery	Debtors > 12 Mths Recovered / Total Debtors > 12 Months Old		İ	i				ļ		
Creditors Management										i
Creditors System Efficiency	% of Creditors Paid Within Terms (within MFMA s 65(e))			!		!				
Funding of Provisions			İ	i	1				1	
Percentage Of Provisions Not Funded	Unfunded Provisions/Total Provisions			İ			!			1
Other Indicators			i				i			
Electricity Distribution Losses	% Volume (Total units purchased + generated less total units sold)/Total units purchased + generated		:	İ						
Water Distribution Losses	% Volume (Total units purchased + own source less total units sold)/Total units purchased + own source									
Employee costs	Employee costs/Total Revenue - capital revenue	0.0%	0.0%	0.0%	44%	39%	23%	62%	70%	74%
Repairs & Maintenance	R&M/Total Revenue - capital revenue	0.0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
Interest & Depreciation	I&D/Total Revenue - capital revenue	0.0%	. 0.0%	0.0%	0%	0%	0%	0%	0%	0%
Financial viability indicators	1			i						
i. Debt coverage	(Total Operating Revenue - Operating Grants)/Debt service payments due within financial year)		-	-	-	-	- 	-	-	<u> </u>
ii. O/S Service Debtors to Revenue	Total outstanding service debtors/annual revenue received for services	0%	0.0%	0.0%	0%	0%	0%	0%	0%	0%
iii. Cost coverage	(Available cash + Investments)/monthly fixed operational expenditure	0%	-	-	0.	1 0.	1 2.	2 0.3	3 0.:	2 0

Cacadu Development Agency - Supporting Table SD3 Budgeted Investment Portfolio

Investments by maturity			Budget Year 2014/15				
Name of institution & investment ID	Period of investment			Mark	et value	Inte	rest
thousands	Months	Type of investment	Expiry date of investment	Begin	End	Fully accrued	Yield %
/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
		!					
		: 					
					!		
		:					
					!		

Cacadu Development Agency - Supporting Table SD4 Board member allowances and staff benefits

Summary of Employee and Board Member remuneration	2010/11	2011/12	2012/13	Cur	rent Year 2013/	14	Medium Terr	n Revenue and Framework	Expenditure
Summary of Employee and Board Member remuteration	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousands	A	В	С	D	E	F	G	Н	1
Remuneration	1	l		l					
Board Members of Entities					ļ				
Basic Salaries	_	-	-	- !	_ !	-	- !	-	_
Pension Contributions	_	-	-	- ,	- ,	-	-		_
Medical Aid Contributions	_		-	-	-	-	-	-	_
Motor vehicle allowance	-	-	-	-	-	-	-	-	-
Cell phone allowance	_	-	-	-	- !	-	_	-	<u>-</u>
Housing allowance	-	-	-	- '	<u> </u>	-	-	-	-
Other benefits and allowances	_	-	-	-	- j	-	-	-	-
In-kind benefits	-	_	_	-	-	-	-	-	-
Board Fees		<u> </u>	<u> </u>	141	141	92	155	156	156
Sub Total - Board Members of Entities				141	141	92	155	156	156
% increase		!		#DIV/0!	#DIV/0!	#DIV/0!	0	. 0	0.0%
Senior Managers of Entities	ŧ			1	! 				
Basic Salaries	_	i -	_	1 080	1 216	900	954	1 011	1 072
Pension Contributions	_	_			_	_	_	_	_
Medical Aid Contributions	_	_		_ '	_	_		! ' →	_
Motor vehicle allowance	_	_	<u> </u>	_	-	_	_	_	_
Cell phone allowance	_	_	_	_	_	_	_	_	_
Housing allowance	_	i _	_	_	_	_	_	_	-
Performance Bonus		_	-	_	_ !	_	_	_	! -
Other benefits or allowances	_	_	_	61	61	26	12	. 12	13
In-kind benefits	_	_	_		-	_		_	-
Sub Total - Senior Managers of Entities				1 141	1 277	926	966	1 023	1 085
% increase		•	!	#DIV/0!	#DIV/0!	#DIV/0!	0	0	6.0%
1		İ	:						:
Other Staff of Entities					404	400	0.000	0.544	0.075
Basic Salaries	_	-	_	585	491	195		2 514	2 675
Pension Contributions	_	-	-	-	-	-	_	_	_
Medical Aid Contributions	_	-	-	_	-	-	_	_	-
Motor vehicle allowance	_	_	-	-	-	-	-	_	-
Cell phone allowance	-	_	-	-		-	-	_	_
Housing allowance	_	_	-	_	-	-	_	!	_
Overtime	_	-	-	_	<u>-</u>	-	- 400	- 400	-
Performance Bonus	_		-	-	-	-	130	138	1
Other benefits or allowances		_	· -	62	115	58	29	30	;
In-kind benefits		ļ . .	i		·	-	-	-	2 052
Sub Total - Other Staff of Entities		<u> </u>	.	647	. 606	253		2 682	
% increase			:	#DIV/0!	#DIV/0!	#DIV/0!	0	0	0.49
Total Municipal Entities remuneration		_	_	1 929	2 024	1 271	3 643	3 861	4 093

Cacadu Development Agency - Supporting Table St	able and autilitially of personnel numbers	היייייייייייייייייייייייייייייייייייייי	2.2						
Summary of Personnel Numbers		2012/13		Cn	Current Year 2013/14	14	B	Budget Year 2014/15	15
Number	Positions	Permanent employees	Contract	Positions	Permanent employees	Contract	Positions	Permanent employees	Contract
Municipal Council and Boards of Municipal Entities									
Councillors (Political Office Bearers plus Other Councillors)	1	1	1	ı	I	1	1	1	1
Board Members of municipal entities	1	t	ı	7	ı	4	5	ı	s.
Municipal entity employees						•	•		•
CEO and Senior Managers	1	1	1		l	-	- 1		(
Other Managers		ı	ı	I	ı	ı	က	ı	'n
Professionals	1	ı	t	ſ	ı	I	I	ı	l
Finance	1	1	1	I	(I	1	ι	ţ
Spatial/town planning	ı	1	1		1	1	1		ı
Information Technology	1	ı	1	ı	ı	ı	ı	1	1
Roads	I 	1	1	1	1	i	ı	1	1
Flectricity	1	ı	1	ı	1	ı	ı	1	ı
Water	ı	ı	1		1	1	ı	1	ì
Sanitation		1	1	1	1	I	ı	1	I
Refuse	1	1	I	l	I	Ī	I	1	I
Other		ı	1	1	1	ı	I	1	1
Technicians		ı	1	1	I	ţ	ı	ı	i
Finance		ı	ı	ı	I	ı	ı	1	ı
Spatialifour of anning	ı	ı	ı	1	ı	l	ı	1	I
Information Technology	ı	1	ı	ı	1	1	J	ı	I
Roads	ı	1	1	ı	1	1	ı	ı	I
Electricity		ı	ı	ı	1	1	I	1	I
Water		1	ı	ı	1	1	1	1	I
Sanitation		1	ı	ı	ı	1	1	1	l
Refuse	1	ı	ţ	I	1	ı	ı	1	I
Other	I	ı	ı	ı	ı	1	Ψ-	i	
Clerks (Clerical and administrative)	1	ı	ţ	ı	ı	1	I	1	I
Service and sales workers		ı	ı	1	ı	ı	i	1	ı
Skilled agricultural and fishery workers	I	1	t	1	I	1	I	I	I
Craft and related trades	1	1	ı	I	ı	I	1	ı	I
Plant and Machine Operators	I	1	1	ı	1	1	1	l	I
Elementary Occupations	1	1	ı	ı	1	1	1		
Total Personnel Numbers	1	ι	ľ	5	1	5	10	1	10
% increase		1	1	ı	1	1	100.0%	(%0'00L)	t
Total entity employees headcount									
Finance personnel headcount									
Human Resources personnel headcount									

Receive the State Sept. October	October 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	Budget Year : December 14 6 14 6 14 6 16 77 461	Februar 7 Februar 11	77 March	April	May 283 283 284 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2	June 26 278 3304 3304 3 304 6 6 166 166 1 166 6 1 166	Budget Year 2014/15 2014/15 1700 5 880 25 25 25 25 25 25 25 25 25 25 25 25 25	## Framework Fra	Budget Year +2 2016/17 +2 2016/17 +2 2016/17 +2 2016/17 5 535 5 53
August Sept. October	October 21 18 21 18 22 21 23 303 26 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 3 3 3 3	December	Februar Februa	March	April	in the second se	2778 2778 3304 1 3 10 1166			dget Year 2 2016/17 2 2016/17 4 910 625 5 535 156 1
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		10075		(377)	1927)	(484)	(267)	11 7903	(200)	(523)
NET INCREASE/ (DECREASE) IN CASH HELD 3 543 (604) (461) (46)					į	(int)	(max)			

Cacadu Development Agency - Supporting Table SD7a Capital expenditure on new assets by asset class

Description	2010/11	2011/12	2012/13		rrent Year 2013			m Revenue and Framework	
housands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Ye +2 2016/1
pital expenditure on new assets by asset category									
rastructure	! -	_	_	_	-	-	-	-	ļ .
Infrastructure - Road transport	-	-	-	-	-	-	-		
Roads, Pavements & Bridges	_	-		-	- 1	_	_	_	
Storm water	· -	_	-	_	-	_	-	_	
Infrastructure - Electricity	_	_	_	_	<u> </u>	i -	_	_	
Generation	_	<u>.</u>	_	_	_	_	_	-	
Transmission & Reticulation	· _		_	_	_	_	_	_	
Street Lighting	_	_	_	_	_	_	_	_	
Infrastructure - Water		_	_	_	_	_	_	_	
	_	_	_	_		_	_	· _	1
Dams & Reservoirs	_	: -	į	-	į -	_	_		
Water purification	-		_	-	_		_	<u> </u>	}
Reticulation	-	-	!	_	-	-	-	_	}
Infrastructure - Sanitation	-	-	-	-	-	-	-	-	1
Reticulation	-	-	-	-	-	_	-	' -	
Sewerage purification	-	-	-	-	_	<u> </u>	-	-	
Infrastructure - Other			-	_	_		-	-	
Wasie Management	_	_		_	_	-	_	_	
Transportation	_	_	-	_		_	_	_	ŧ
Gas	_	_	_	_	_	_	_		İ
Other	_		-			_	1 .		
Other	_			_	_	!	_	_	
nmunity	-	-	_	-	_	-	-	-	
Parks & gardens	_	-	-	-	-	-	-	_	
Sportsfields & stadia	-	_	-	-	-	-	-	-	
Swimming pools	_	_	-	-	_	_	-	-	
Community halls		-	. –	-	_	-	-	_	
Libraries	-	i -	_	-	-	-	-	_	}
Recreational facilities	_	_	-	_	_	_	-	_	!
Fire, safety & emergency	- 1	_	_	_		_	_	-	1
Security and policing	_	_	_	_	_	_	_	-	İ
Buses	_	_	_	_	_	_	_	_	
Clinics	_	_	_	_	_	_	_	_	1
Museums & Art Galleries	_	_	: -	_	!	_	_	_	
Cemeteries		_	_	_	_	_	_	_	
Social rental housing		_	_	_	i _	ļ _	_	_	İ
Other	_	_					_	_	
Olle	-	-	_	_	"			_	
itage assets		_	-	_	_	_	-	_	!
Buildings		-	-		· -	-	-	_	Ţ
Other	_	_	j -	-	-	-	-	-	
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estment properties	-					<u> </u>		-	ļ
Housing development	-	-	-	-	-	-	-	_	:
Other		<u> </u>			Ī			. ļ	÷
er assets	i -	-	_	55	5 55	55	120)	
General vehicles	-	-	· -	_	_	_	-	i -	
Specialised vehicles		_	_	_	_	-	_	i -	1
Plant & equipment	_	_	: _	_	-	_	_	_	
Computers - hardware/equipment	_	_	_	45	5 : 45	4!	5 50	, l –	
Furniture and other office equipment] _		_	10		i			İ
Abattoirs	1 _	: -	_	"	.		´ '`	-	İ
Markets		1 -		1 -	_			1 -	1
Walkets Civic Land and Buildings		_	: -	_	: -				
-	-	1		_	· -		1 [!	i
Other Buildings	_	-	_	-	_	-	_		
Other Land	i -	-	-	-	_		_	_	
Surplus Assets - (Investment or Inventory)	-	-	-	1 -	-	-	_		
Other	-	-	-	_	-	-	_	_	
ricultura <u>l assets</u>	_		_	_		_] _	! _	i
List sub-class				-	·=	- ! <u>-</u>	-	<u>:</u>	
£15€ 50 £*01655		ı				1		i	
			<u> </u>	1	· · · · · · · · · · · · · · · · · · ·	 		+	
ological assets	-	_	-	_	=	_	-	-	
List sub-class				1	 				
	1					. i	_	_ [""
tangib <u>les</u>	-	-		2					·
Computers - software & programming	_	–	_	2	0 2) 2	0 2	5 -	
Other (list sub-class)	:		.1					<u>!</u>	;
otal capital expenditure on new assets	j	_	!	1	5 7:	5 7	5 14	5 -	

Cacadu Development Agency - Supporting Table SD7b Capital expenditure on renewal of existing assets by asset class Medium Term Revenue and Expenditure 2011/12 2012/13 Current Year 2013/14 Framework Description Full Year Budget Year Budget Year Adjusted Audited Original hatibut Audited Budget Budget 2014/15 +1 2015/16 +2 2016/17 Outcome Outcome Outcome R thousands Capital expenditure on renewal of existing assets by asset category Infrastructure Infrastructure - Road transport Roads, Pevements & Bridges Storm water Infrastructure - Electricity Generation Transmission & Reticulation _ Street Lighting Infrastructure - Water Dams & Reservoirs Water purification Reticulation _ Infrastructure - Sanitation Reticulation Sewerage purification Infrastructure - Other Waste Management Transportation Gas Other ommunity Parks & gardens Sportsfields & stadia Swimming pools Community halls _ Libraries Recreational facilities Fire, safety & emergency Security and policing Ruses Clinics Museums & Art Galleries Cemeteries Social rental housing Other <u>Heritage assets</u> -Buildings Other Investment properties Housing development _ Other assets General vehicles Specialised vehicles Plant & equipment Computers - hardware/equipment Furniture and other office equipment Abattoirs Markets Civic Land and Buildings Other Buildings Other Land _ Surplus Assets - (Investment or Inventory) Other Agricultur<u>al assets</u> List sub-class Biological assets List sub-class ntangibles Computers - software & programming Other (list sub-class) Total capital expenditure on renewal of existing assets Specialised vehicles Refuse Fire Conservancy Ambulances

Cacadu Development Agency - Supporting Table SD7c Expenditure on repairs and maintenance by asset class

Description	2010/11	2011/12	2012/13	Cu	rrent Year 2013/	14	Medium Ter	m Revenue and Framework	Expenditure
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
thousands xpenditure on repairs and maintenance by asset category		Outcome		- Budget	- Dudget	TOTECASE	2014110		1250011
	-	-	-			_	L	<u> </u>	
Infrastructure - Road transport		· - · - ·	-		-	_	-	-	-
Roads, Pavements & Bridges	-	-	-	-	-	-	-	i –	· -
Storm water	-	-	-	-	- :	-	-	i -	-
Infrastructure - Electricity	-	-	-	-	_	-	-	-	-
Generation	_	- !	_	_	! -	-	_		_
Transmission & Reticulation Street Lighting]	_		-	i -	_	_		-
Infrastructure - Water	_	_	_			_	_	-	-
Dams & Reservoirs	-	_	_ '	-	-	-	-	-	-
Water purification	-	-	· -	-	-	-	-	-	-
Reticulation	-	-	-	-	_	-	-	-	1 -
Infrastructure - Sanitation	-	-	-	-	_	-	-	-	_
Reticulation	-	-	-	_	_	-	_		1 -
Sewerage purification Infrastructure - Other	_		_	_	-	_	_	_	
Waste Management	_	_	: -	_	_	· .	_	-	-
Transportation	_	_	_	-	_	-	_	_	-
Gas	-	-	 -	-	_	-	-	_	-
Other	-	-	-	-	· -	-	-	-	-
ommunity	-	_	-	_	-	_	-	<u> </u>	
Parks & gardens	-	-	ļ	-	-		-	-	-
Sportsfields & stadia	-	-	-	-	-	-	-	-	-
Swimming pools	-		-	-	-	_] -	-	
Community halls	_	-	i -	_	i -		_	1 -	
Libraries Recreational facilities	[_	_		-	i -		_	
Fire, safety & emergency	_	_	_	_	_	-	-	_	-
Security and policing	-	-	-	-	-	_	-	-	i -
Buses	-	-	; -	-	-	-	-		
Clinies	-	-	j -	-	-	_	-	j -	-
Museums & Art Galleries	-	-	-	-	_	-	_	_	-
Cemeteries Social rental housing		-	! <u>-</u>	_	_	_	_	_	
Other] [-	_	_	_	! -	_		; -
			1		į	!			
leritage assets		<u></u>		<u>-</u>		ļ <u></u>	·	-	-
Buildings Other	[! -	_	-	_] [] -	_	
	1	1	·						
nvestment properties		<u>-</u>				<u> </u>	<u>-</u>	-	
Housing development Other	[_		_	_] -	-	I .
		+	-	23	23		5 2	5 2	6
Other assets General vehicles	-	i -			′ ¦		´ _`	· -	•
Specialised vehicles	_	-	_	_	i -	_	_	i -	j .
Plant & equipment	_	-	-	-	-	-	-	-	
Computers - hardware/equipment	-	-	-	20	i		5 2		
Furniture and other office equipment	1	i	İ	,	3; 3			3 -	3
Abattoirs Markets	_	_	_	_			_	-	.
Markets Civic Land and Buildings] [· _	_	1 -	-] -	-	
Other Buildings	_	: -		-	-	-	-	-	
Other Land	-	j -		-	-	-	-		
Surplus Assets - (Investment or Inventory)	-	-	-	-	~	! _	-	-	i
Other	-	! -	: -	-	-	-	_	-	İ
Agricultural assets	_			-	_	-	_	-	.
List sub-class		<u> </u>							:
						l			.,
Biological assets	-	_	-	-	! -	-	-	-	.
List sub-class		- 		1	1	1		ļ	
				-	<u>.</u>				. !
Inta <u>ngibles</u>	-	_	_	-	-		-	. ; .	.
Computers - software & programming		!		-	1			-	
Other (list sub-class)						İ	_		
Total expenditure on repairs and maintenance	_	-	<u> </u>	2	3 2			5 3	26
Specialised vehicles	-	. !		-		_	- -	-	-
Refuse	-	-	-	-	- -	; -	- -	. -	-
Fire	-		-	-	· -	-	- -	- -	-
Conservancy	-	-	-	-	- ! -	-			•
Ambulances	_	.!		-	-	· -	· -	- ; -	- i

Cacadu Development Agency - Supporting Table SD8 Future financial implications of the capital expenditure budget

Vote Description	Medium Ter	m Revenue and Framework	Expenditure		Fore	casts	
R thousands	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Present value
Capital expenditure							1
List program summary						: 	
		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1					
Total capital expenditure			_		_		
Future operational costs by vote Summarise future operational costs by program					į		
			:		: : !		
		!		·		:	
Total future operational costs	<u> </u>					_	
Future revenue by source Summarise future revenue implications by revenue source							
	į	: !	İ				
							:
					!		
Total future revenue							-
Net Financial Implications		-		_	-	_	· i =

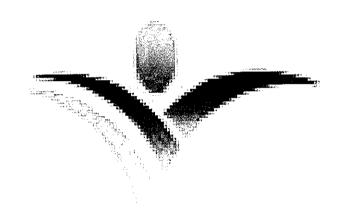
Rhousends open project separation to program project separately species open department of the project information to project information	Cacadu Development Agency - Supporting Table SD9 Detailed capital budget	orting Table SD9 Detailed capital	budget					ŀ					
And project geography of the control	מממח הממחל המחוד המחוד ה			- do				3/14	Medium Terr	ת Revenue and E Framework	Expenditure	Project informa	<u> </u>
copids projects grouped by gir projects separately/	Municipal VotelCapital project	Program/Project description	Project number	Goal 3	Asset Class	Asset Sub-Class 2	Lotal Project Estimate	Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Ward location	New or renewal
o capital projects separately.	į												
	Summarise capital projects grouped by program Include major projects separately												
									1		1		

Cacadu Development Agency - Supporting Table SD10 Long term contracts	SD10 Long te	rm contracts											
Description	Preceding Years	Current Year 2013/14	Medium Term Rev	n Revenue and Framework	venue and Expenditure amework	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Forecast 2020/21	Forecast 2021/22	Forecast 2022/23	Forecast 2023/24	Total Contract Value
	Total	Original Budget	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
R thousands Revenue Obligation By Contract - Operating		,							_				ı
Contract 1													ì
Contract 2													ı
Contract 3 etc									!	1	1	1	: 1
Total Operating Revenue Implication	1		1		1	1	1					: 	
Expenditure Obligation By Contract - Operating													ı
Contract 1													ı
Contract 2		_											ı
Contract 3 etc	İ			- 4						-	-		1
Total Operating Expenditure Implication		1		1	1	1] : !			
Expenditure Obligation By Contract · Capital													1
Contract 1													1
Contract 2													1
Contract 3 etc	-						. 1	1	1		1	1	
Total Capital Expenditure Implication	-	1 !			·								1
Total Expenditure Implication	\$		ı	-	1	1	1	1	<u> </u>	1			

Cacadu Development Agency - Supporting Table SD11 External mechanisms

External mechanism	Period of agreement	Service provided	Expiry date of service delivery agreement or contract	Monetary value of agreement 2
Name of organisation	Years/months		' 	i I
R thousands				¦
	!		į	
	'			
	i			
			i	
			į	
			!	

CHAPTER 21



Performance Contracts of Senior Managers

CHAPTER 21

PERFORMANCE CONTRACTS OF SENIOR MANAGERS

The measurable performance indicators and the respective contracts of the Cacadu District Municipality's senior managers are detailed in the following:

- * Annexure "H": Municipal Manager
- * Annexure "I": Director: Planning and Infrastructure Services
- * Annexure "J": Director: Economic Development
- * Annexure "K": Director: Finance and Corporate Services

CHAPTER 22



Other Supporting Documentation

DC10 Cacadu - Supporting Table SA11 Property rates summary

Book #		2010/11	2011/12	2012/13	Cı	urrent Year 2013	14	2014/15 Mediu	m Term Revenu Framework	e & Expenditure
Description	Ref -	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year + 2015/16	1 Budget Year + 2016/17
lluation:	1		· -						1	!
Date of valuation:]			1		
Financial year valuation used	1 1		2009/10			I				i
Municipal by-laws s6 in place? (Y/N)	2		Yes					ì	I	4
Municipal/assistant valuer appointed? (Y/N)			İ ,		ļ			1	i	
Municipal partnership s38 used? (Y/N)			Yes			•				
No. of assistant valuers (FTE)	. 3		:			i	İ			1
No. of data collectors (FTE)	3							İ		1
No. of internal valuers (FTE)	3		i .		Į.		!	1	İ	Ì
	3						:			
No. of external valuers (FTE)	4		:			İ	İ			!
No. of additional valuers (FTE)	4				i	İ			!	
Valuation appeal board established? (Y/N)	1 1		i			ļ	1		i	
Implementation time of new valuation roll (mths)	1 :		:		1		:			
No. of properties	5		2 323							:
No. of sectional title values	5				ì			1		İ
No. of unreasonably difficult properties s7(2)						!	!		i	
No. of supplementary valuations			:			:	:		İ	
No. of valuation roll amendments			-				i		-	
No. of objections by rate payers									!	
	1 1		İ				!	ļ	i	İ
No. of appeals by rate payers	8							1		
No. of successful objections										:
No. of successful objections > 10%	. 8		1			İ				i
Supplementary valuation			į 1						1	İ
Public service infrastructure value (Rm)	5		4		1			1		
Municipality owned property value (Rm)	1 1					1				1
luation reductions:								l		
Valuation reductions-public infrastructure (Rm)	. !			:						İ
Valuation reductions-nature reserves/park (Rm)						:			İ	
Valuation reductions-mineral rights (Rm)				i		1	1		İ	
			. 1							
Valuation reductions-R15,000 threshold (Rm)	1		2							
Valuation reductions-public worship (Rm)	i i		:			į	!		1	
Valuation reductions-other (Rm)	İ	· · · · · ·	919	-				_		
otal valuation reductions:		-	922	-	-	-	_	_	-	
Total value used for rating (Rm)	. 5									:
Total land value (Rm)	5		!				!			i
Total value of improvements (Rm)	5	ı						-		ļ
			943			1	İ			ŀ
Total market value (Rm)	5		340							
ating:							ļ			i
Residential rate used to determine rate for other		!				!			1	
	i		1	İ		i				
categories? (Y/N)					1	İ				
Differential rates used? (Y/N)	, 5		i						ļ	
Limit on annual rate increase (s20)? (Y/N)	İ	!	İ			ı	•	i	:	
Special rating area used? (Y/N)	1				1	:	1		İ	
Phasing-in properties s21 (number)	•		•			İ	İ			•
Rates policy accompanying budget? (Y/N)				!	ł	İ			!	1
Fixed amount minimum value (R'000)	:					·!	!			
	:	İ			1				i	
Non-residential prescribed ratio s19? (%)			:	i		İ	İ			
late revenue:			:	-	l					
Rate revenue budget (R '000)	: 6	1	365		1					
Rate revenue expected to collect (R'000)	6		365		-	•				
Expected cash collection rate (%)	1		100.0%			1	i	İ	į	!
	. 7	•	100.070	İ					İ	
Special rating areas (R'000)	′		<u> </u>	 				_[-!· · ·	
Rebates, exemptions - indigent (R'000)	!				1	!	I			
Rebates, exemptions - pensioners (R'000)		!	!	:	1		i		i	
Rebates, exemptions - bona fide farm. (R'000)				į	1	i	Ì	1		:
			:	-	1	ļ		1	İ	
Rebates, exemptions - other (R'000)		:		•	1		į.		1	i
Phase-in reductions/discounts (R'000)	:	ļ	<u></u>			!		···		
Total rebates, exemptns, reductns, discs (R'000)				_		_			. :	- :

References

- 1. All numbers to be expressed as whole numbers except FTEs and Rates in the Rand
- 2. To give effect to rates policy
- 3. Full Time Equivalent (FTE) should be expressed to one decimal place and takes into account full time and part time staff
- 4. Required to implement new system (FTE)
- 5. Provide relevant information for historical comparisons. Must reconcile to the total of Table SA12
- 6. Current and budget year must reconcile to Table A4 Budgeted Financial Performance (revenue and expenditure)
- 7. Included in rate revenue budget
- 8. In favour of the rate-payer

Description	Ref		Comm.				service infra. owned towns	wned towns	Informal Settle.		land	8(2)(n) (note 1)	Areas	Monumits	benefit organs.	Props.
Current Year 2013/14												-				
Valuation:	·	And the District. This schedule is there is no demarcated area allocated to the District. This schedule is therefore not applicable	pot collect rates	eb on si each ac	marcated area all	Incated to the Di	istrict. This scho	edule is therefore	i not applicable	an an						
No. of properties No. of sectional title property values	<u> </u>	on Villa Indipolity on		3					:							
No. of unreasonably difficult properties s7(2) No. of sunplementary valuations																
Supplementary valuation (Rm)																
No. of valuation roll amendments																
No. of appeals by rate-payers																
No. of appeals by rate-payers finalised																
No. of successful objections No. of successful objections > 10%	ი სი 								•••					-		
Estimated no. of properties not valued Years since last valuation (select)								-								
Frequency of valuation (select)																
Method of valuation used (select) Base of valuation (select)																
Phasing-in properties s21 (number)					-											
Combination of rating types used? (Y/N)								:								
Flat rate used? (Y/N) Is balance rated by uniform rate/variable rate?							·· · <u>-</u>									
Valuation reductions:																
Valuation reductions-public intrastructure (Rm) Valuation reductions-nature reserves/park (Rm)	-			-												
Valuation reductions-mineral rights (Rm)																
Valuation reductions-public worship (Rm)								_								
Valuation reductions-other (Rm)					İ				İ	<u> </u>	<u> </u>	† -				
Total value used for rating (Rm)	9					_										
Total land value (Rm) Total value of improvements (Rm)	 9 9		<u> </u>								500					
Total market value (Rm)	9												! 			
Rating:																
Average rare Rate revenue budget (R '000)	··· -···															
Rate revenue expected to collect (R'000) Expected cash collection rate (%)																
Special rating areas (R'000)				-												
Rebates, exemptions - indigent (R'000)																
Rebates, exemptions - bona fide farm. (R'000)	-															
Rebates, exemptions - other (R'000) Phase-in reductions/discounts (R'000)												 			 i-	
20010	 	ļ													_	

^{1.} Land & Assistance Act, Restitution of Land Rights, Communual Property Associations

Include value of additional reductions is free' value greater than MPRA minimum.
 Average rate - cents in the Rand, Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum.

^{4.} Include arrears collections

In favour of the rate-payer
 Provide relevant information for historical comparisons.

			Comm.				service infra. owned towns	owned towns	Informal Settle.		land	8(2)(n) (note 1)	Areas	Monumits	benefit organs.	Props.
Budget Year 2014/15											į					
No. of properties	The Dist	rict Municipality	do not collect rate	The District Municipality do not collect rates as there is no demarcated area allocated to the District. This schedule is therefore not applicable	emarcated area al	ocated to the D	District. This sch	edule is therefore	not applicable					-		
No. of sectional title property values No. of unreasonably difficult properties \$7(2)																
No. of supplementary valuations																
Supplementary valuation (Rm) No of valuation roll amendments										**						
No. of objections by rate-payers																
No. of appeals by rate-payers												-				
No. of successful objections	 ъо															
No. of successful objections > 10%	 ம								-							
Estimated no. of properties not valued Years since last valuation (select)																
Frequency of valuation (select)																
Method of valuation used (select) Race of valuation (select)																
Phasing-in properties \$21 (number)																
Combination of rating types used? (Y/N)																
Flat rate used? (Y/N)							_									
Is balance rated by uniform rate/variable rate?																
Valuation reductions-public infrastructure (Rm)					•			-								
Valuation reductions-nature reserves/park (Rm)																
Valuation reductions-mineral rights (Rm) Valuation reductions-R15 000 threshold (Rm)																
Valuation reductions-public worship (Rm)																
Valuation reductions-other (Rm)	2	-						-	i			 		-		!
Total valuation reductions:																
Total value used for rating (Km) Total land vising (Rm)	ວ ເຜ															
Total value of improvements (Rm)	· - · 9								٠							
Total market value (Rm)	9	_						- - 	i		į				<u> </u>	
Rating:	······································															
Average rate Rate revenue budget (R '000)	o								_						_	
Rate revenue expected to collect (R'000)																
Expected cash collection rate (%)	4							; 				 				
Ocholos accompliance (R'000)	<u>.</u>	<u> </u> 														
Rebates, exemptions - pensioners (R'000)																
Rebates, exemptions - bona fide farm. (R'000)									,							
Repates, exemptions - order (A 000) Phase-in reductions/discounts (R'000)																
Total rebates, exemptns, reductns, discs (R'000)		<u> </u> _	 												_	

References
1. Land & Assistance Act, Restitution of Land Rights, Communual Property Associations
2. Include value of additional reductions is free value greater than MPRA minimum.
3. Average rate - cents in the Rand. Eg 10.26 cents in the Rand is 0.1026, expressed to 6 decimal places maximum

In favour of the rate-payer
 Provide relevant information for historical comparisons.

4. Include arrears collections

		Denido desendados - 5 4		į		Current Year	zv14/15 Mediur	n Term Revenue Framework	∞ cxpenditure
Description	Ref	Provide description of tariff structure where appropriate	2010/11	2011/12	2012/13	2013/14	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +: 2016/17
roperty rates (rate in the Rand)	1							·	
Residential properties	i		0.0031	I				İ	
Residential properties - vacant land			0.0031	i				:	
Formal/informal settlements			0.0004		:				
Small holdings			0.0031						
Farm properties - used	i		0.0031						
Farm properties - not used	i .	:	0,0031						
Industrial properties			0.0031						
Business and commercial properties			0.0031						
Communal land - residential	:							İ	
Communal land - small holdings			1	į				ļ	
Communal land - farm property			:						
Communal land - business and commercial Communal land - other	i		i			1			
State-owned properties			0.0031						
Municipal properties		!	0.0001					•	
Public service infrastructure			8.0031					I	ļ.
Privately owned towns serviced by the owner	1								!
State trust land		:						1	
Restitution and redistribution properties						<u>}</u>	1	i	
Protected areas	:						1		i
National monuments properties			i				1		
		i			:				
Exemptions, reductions and rebates (Rands)					İ	1		İ	:
Residential properties	;			,		45 000	45 000	15 000	15 00
R15 000 threshhold rebate			15 000	15 000	15 000	15 000	15 000	: 15 000	19 00
General residential rebate	į					1		1	:
Indigent rebate or exemption	!		1						i
Pensioners/social grants rebate or exemption		1	'		!		ł		
Temporary relief rebate or exemption			0		1				
Bona fide farmers rebate or exemption	!	1						İ	:
Other rebates or exemptions	2		:				Į.		i
Water tariffs			1				1	:	
Domestic	-		İ			1			!
Basic charge/fixed fee (Rends/month)			13						i
Service point - vacant land (Rends/month)		İ			1		1	ļ	
Water usage - flat rate tariff (c/kl)			227			ļ		1	ļ
Water usage - life line tariff		(describe structure)			İ				i
Water usage - Block 1 (c/kl)	i	(fill in thresholds)		ļ	:			!	
Water usage - Block 2 (c/ki)		(fill in thresholds)	:	!	i				
Water usage - Block 3 (c/kl)	:	(fill in thresholds)	i !			1			1
Water usage - Block 4 (c/kl)	1	(fill in thresholds)	i	 	ļ		l		i
Other	2]	!	
Waste water tariffs		!			i	1		i	
Domestic	į		1						
Basic charge/fixed fee (Rands/month)	-	i	23				1	1	į
Service point - vacant land (Rands/month)					1			:	
Waste water - flat rate tariff (c/ki)	:		İ	į					1
Volumetric charge - Block 1 (c/kl)		(fill in structure)			!				1
Volumetric charge - Block 2 (c/kl)		(fill in structure)		1			1		-
Volumetric charge - Block 3 (c/kl)		(fill in structure)	1	1	İ	1		i	
Volumetric charge - Block 4 (c/kl)	i	(fill in structure)	!						;
Other	2				!				
Electricity tariffs		1	:		i			:	
Domestic	i	•	i !			1			!
Basic charge/fixed fee (Rands/month)	!	1	!	-	!				1
Service point - vacant land (Rands/month)			:	i					
FBE		(how is this targeted?)	50kWh	1	į	1		-	
Life-line tariff - meter		(describe structure)	ļ						1
Life-line tariff - prepaid		(describe structure)		•			1	:	
Flat rate tariff - meter (c/kwh)			:	1				į.	
Flat rate tariff - prepaid(c/kwh)	:					1		1	
Meter - IBT Block 1 (c/kwh)		(fill in thresholds)	1		!		ļ		į
Meter - IBT Block 2 (c/kwh)		(fill in thresholds)	1		į			i	
Meter - IBT Block 3 (c/kwh)		(fill in thresholds)	1			1			l
Meter - IBT Block 4 (c/kwh)	!	(fill in thresholds)	!	İ			1		i
Meter - IBT Block 5 (c/kwh)		(fill in thresholds)					1		
Prepaid - IBT Block 1 (c/kwh)		(fill in thresholds)			1			İ	-
Prepaid - IBT Block 2 (c/kwh)		(fill in thresholds)	!						
Prepaid - IBT Block 3 (c/kwh)		(fill in thresholds)		1	ı			į	1
Prepaid - IBT Block 4 (c/kwh)		(fill in thresholds)		:	i				
Prepaid - IBT Block 5 (c/kwh)		(fill in thresholds)			ļ	1			
Other	. 2	! <u>`</u>		-	!				i
Waste management tariffs			i				1		
Domestic	:				i			-	
Street cleaning charge			i		İ	1		ļ	i
Street cleaning charge Basic charge/fixed fee	:		:	7	:		 	1	
80I bin - once a week								i	-
2501 bin - once a week			!		i	-	1		ı
LAUIDIII - UIICE A WEEK				!	1	1	1		i

		Provide description of tariff	******	201110		Current Year	2014/15 Mediu	m Term Revenue Framework	e & Expenditure
Description	Ref	structure where appropriate	2010/11	2011/12	2012/13	2013/14	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year + 2016/17
xemptions, reductions and rebates (Rands)	į.			İ	l	ļ .		1	
insert lines as applicable]	:	The District Municipality do not co	llect rates and ta	xes as there is no	demarcated area	allocated to the D	istrict. This sche I	dule is therefore n	ot applicable
				i		I		!	
	:								
								İ	Ì
		ŀ		:	,			:	
		:				1			
				i					
later tariffs		450.00		:	!			İ	
insert blocks as applicable]		(fill in thresholds)			1	1			!
	:	(fill in thresholds)							
		(fill in thresholds) (fill in thresholds)			1				
		(fill in thresholds)		!	1			İ	
		: (fill in thresholds)		!				į	i
		(fill in thresholds)		:					İ
		(fill in thresholds)		,					
		(fill in thresholds)							
	i	(fill in thresholds)		!					İ
Naste water tariffs		i .			*				
		(fill in structure)		İ				İ	
insert blocks as applicable]		; (fill in structure)						İ	1
		(fill in structure)							İ
	!	(fill in structure)		İ	1	1			
		(fill in structure)							
	į	(fill in structure)		İ					İ
		(fill in structure)			!				
	!	(fill in structure)			İ				!
	1	(fill in structure)			İ			:	!
Electricity tariffs		i	•						
[Insert blocks as applicable]		(fill in thresholds)	i		:	1			
		(fill in thresholds)						:	
		(fill in thresholds)	i !	!					
		(fill in thresholds)	:	;	!	Ļ			
	:	(fill in thresholds)					ì		:
		(fill in thresholds)	ļ						:
	į	(fill in thresholds)			:				
	:	(fill in thresholds)	! [!				ļ
		(fill in thresholds)		ļ				!	
	1	(fill in thresholds)	1	i .				į	į
		(fill in thresholds)		1	•				
	'	(fill in thresholds)				ľ	1	1	ļ
		(fill in thresholds)			İ				

I	į	2010/11	2011/12	2012/13	Ct	irrent Year 2013	/14	2014/15 Med	lium Term Reve	nue & Expenditu	re Framework
Description	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year 2014/15	Budget Year +* 2015/16	Budget Year +2 2016/17
Rand/cent		1				.		% incr.		· .	<u>!</u>
Monthly Account for Household - 'Middle Income	1 .	į					!				:
Range'			i				1	İ		ļ	
Rates and services charges:		;				_					
Property rates		78.30				: !	•		ļ	İ	
Electricity: Basic levy	. 1	,	İ				1	1		!	
Electricity: Consumption										i	!
Water: Basic levy		11.76						<u> </u>	ļ		ı
Water: Consumption	1	68.04	i					1		!	
Sanitation	. :	19.99	İ					1		i	!
Refuse removal		6.05				İ					i
Other		1								. !	
sub-total	: !	184.14			-		_	_	1	-	-
VAT on Services			,		1					1	- l
Total large household bill:		184.14	-	-			i	-	-	. ! –	-
% increase/-decrease	;		(100.0%)	-	_	_	-		-	·	- ! -
Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation Refuse removal Other sub-tota VAT on Services Total small household bill:		11.75 56.70 19.99 6.05								-	
% increasel-decrease			(100.0%)	_			· . <u> </u>			- -	
Monthly Account for Household - 'Indigent' Household receiving free basic services Rates and services charges: Property rates Electricity: Basic levy Electricity: Consumption Water: Basic levy Water: Consumption Sanitation	3	11.76									
Refuse removal		19.99								;	I
Other sub-tota		6.05 37.80		: <u>-</u>			_ !	<u>-</u> -	_	_	
	a1·	31.80	-	-		1			1	i	
VAT on Services	į		:		_		_		_	_ i	_ :
Total small household bill:	i	37.80	i		1	`	-	- ·		_	_
% increase/-decrease			(100.0%	/ _: -	· -	1	-	_	1		

References
1. Use as basis property value of R700 000, 1 000 kWh electricity and 30kl water

^{2.} Use as basis property value of R500 000 and R700 000, 500 kWh electricity and 25kl water

^{3.} Use as basis property value of R 300 000, 350kWh electricity and 20kl water (50 kWh electricity and 6 kl water free)

DC10 Cacadu - Supporting Table SA15 Investment particulars by type

		2010/11	2011/12	2012/13	Cui	rrent Year 2013/1	4	2014/15 Mediu	m Term Revenue Framework	& Expenditure
Investment type	Ref	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17
R thousand					<u> </u>	ì				
Parent municipality Securities - National Government Listed Corporate Bonds Deposits - Bank Deposits - Public Investment Commissioners Deposits - Corporation for Public Deposits Bankers Acceptance Certificates Negotiable Certificates Opposit - Banks Guaranteed Endowment Policies (sinking) Repurchase Agreements - Banks Municipal Bonds		305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192
Municipality sub-total	1	305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192
Entities Securities - National Government Listed Corporate Bonds Deposits - Bank Deposits - Public Investment Commissioners Deposits - Corporation for Public Deposits Bankers Acceptance Certificates Negotiable Certificates of Deposit - Banks Guaranteed Endowment Policies (sinking) Repurchase Agreements - Banks										
Entities sub-total	:	-			-	i	<u>-</u>	_	_	
Consolidated total:		305 951	268 613	253 850	154 912	154 912	226 226	163 891	129 772	104 192

References
1. Total investments must reconcile to Budgeted Financial Position ('current' call investment deposits plus 'non-current' investments)

Investments by Maturity	Ref Pariod of Investment Type of Investment	t Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate 3.	Commission Pald (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	restment Top Up	osing Bala
Name of institution & investment ID	1 Yrs/Months												
Parent municipality ABSA Bank Sandard Bank Nideloor First Rand Investec	Various Various Various Various Various Various	Fixed Deposit Fixed Deposit Fixed Deposit Fixed Deposit Fixed Deposit	% % % % % % % % %	Fixed Fixed Fixed Fixed Fixed	Various Various Various Various			Various Various Various Various	52 130 57 048 53 114 50 163 13 770	2 650 2 900 2 700 2 550 700	(17 014) (18 619) (17 335) (16 372) (4 494)		37 766 41 329 38 479 36 341 9 976
Municipality sub-total <u>Entilies</u>				: : : :					226 228		(73 634)		
Entities sub-total									226 226		(73 834)		163 891

Relievances

1. Total investments must reconcide to all items in Table SA15 for the Current Year (30 June)

2. Lest investments in expiry date order

3. If Variable is selected in column F, input interest rate range

4. Withdrawals to be entered as negative

DC10 Cacadu - Supporting Table SA17 Borrowing

Borrowing - Categorised by type	Ref	2010/11	2011/12	2012/13	Cu	ırrent Year 2013/	14	2014/15 Mediu	m Term Revenu Framework	e & Expenditure
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +* 2015/16	Budget Year +2 2016/17
Parent municipality	-	Outcome	Outcome	Outcome	Dauget	Budget	1010001	2014/10	: 2010/10	2010111
Long-Term Loans (annuity/reducing balance)									İ	1
Long-Term Loans (non-annuity)		i			!			ļ		
Local registered stock									!	
				i i						
Instalment Credit		22					ı		İ	•
Financial Leases	i	22	_	_	_ !		_		_	
PPP liabilities	!					i				
Finance Granted By Cap Equipment Supplier Marketable Bonds									1	
Non-Marketable Bonds		:								i
Bankers Acceptances				!						
Financial derivatives		:			1			1		
Other Securities		:		· ·			ı		•	
Municipality sub-total	1	22	-	_	-	-		_	-	- -
<u>Entities</u>				!						
Long-Term Loans (annuity/reducing balance)				i		İ			1	
Long-Term Loans (non-annuity)									1	
Local registered stock										i
Instalment Credit						'		ļ		
Financial Leases	: !	!				1	İ			
PPP liabilities				;						
Finance Granted By Cap Equipment Supplier	İ							ļ		
							İ	Ì		
Marketable Bonds	!							ļ		İ
Non-Marketable Bonds	, i				1	:		1		
Bankers Acceptances							1			
Financial derivatives				İ		l i	i	Į.	İ	l
Other Securities	-								·	
Entities sub-total	. 1	-	-	-	-	-	-	-	-	-
Total Borrowing	1	22	-	<u> </u>			-	_	<u> </u>	
Unspent Borrowing - Categorised by type	l	;				!		İ		i
Parent municipality	!									
Long-Term Loans (annuity/reducing balance)		1	I		1			1		
Long-Term Loans (non-annuity)				1			!			
Local registered stock	1									
Instalment Credit		:		-			: 1			i
Financial Leases	:			İ				-		
PPP liabilities			İ			į	İ		1	
Finance Granted By Cap Equipment Supplier									1	
Marketable Bonds			!		1			į		
Non-Marketable Bonds	İ	;						İ		i
Bankers Acceptances Financial derivatives			:							
Other Securities		i				i				
Municipality sub-total	1			j		 		- ······ -	-	
Entities										
Long-Term Loans (annuity/reducing balance)				1				1		İ
Long-Term Loans (non-annuity)			ļ							
Local registered stock	;	•	!				:		1	!
Instalment Credit	1						:			1
Financial Leases			:	!		1				
PPP liabilities		!			1			1		
Finance Granted By Cap Equipment Supplier		:		i		İ		1	:	
Marketable Bonds			:				•	1		!
Non-Marketable Bonds	i	!	i				:	1	İ	1
Bankers Acceptances	:	!	İ							
Figure in derivatives							1	1	1	1
Financial derivatives Other Securities		:				1				i
Other Securities	. 1	i <u>-</u> -		- 			ļ	_	: 	
	. 1	:		-	_			- <u>-</u>	: :	-

References

^{1.} Total borrowing must reconcile to Budgeted Financial Position (Borrowing - non-current)

DC10 Cacadu - Supporting Table SA32 List of external mechanisms

External mechanism	Yrs/ Mths	Period of agreement 1.	Service provided	Expiry date of service delivery agreement or	Monetary value of agreement 2
Name of organisation	, wans	Number		contract	R thousand
Impumelelo Computers	Yrs	3	Financial System Support	31 December 2014	1 600
KPMG	Yrs	5	Internal Audit Services	30 June 2014	450
Lukhona Catering Construction & Cleaning	Yrs	3	Cleaning Services	30 June 2014	350
Indwe Risk Services	Yrs	3	Insurance Brokerage services	30 June 2016	350
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References
1. Total agreement period from commencement until end
2. Annual value

Revise and automations assentiation by Assent Statistics and informations of the control of the	Description	Ref	2010/11	2011/12	2012/13	Cur	rent Year 2013/1	4	20 14/15 Medium	Term Revenue Framework	s expenditure
Final Agriculture (Communication) Final Agricultur	thousand	. 1									Budget Year +2 2016/17
Private Priv	epairs and maintenance expenditure by Asset Class	/Sub-c		Outsouris .					1		
### Processor Communication	nfrastructure	Ι.	- i	-	- 1	_ :	-	_	_	- i	_
Annual Series Annual Serie		1								_	_
Section and Service (Connection Connectic Connectic Connectic Connectic Connectic Connectic Connect		i				i					
### STATISTICAL - Florid (17) Coopstate Francisco A Procession Fr		. !	į								
Consensation Trisensitional Afficiancia Some (Cybring Inhabitational Afficiancia) Series (Cybring Inhabitational Afficiancia) Series (Cybring Inhabitational Afficiancia) Afficiancia Affi			- i	_	-	- !	_	_	-	_ '	-
Transmission Activations Statistics St		1	i							!	
Service (SANA) Philade Reference Note: Ober A Priese Agency Control of the Reference Note: Philade Reference Note: Philade Reference Note: Philade Reference Note: Philade Reference Note: Philade Reference Note: Community Philade Reference Note: Philade Reference No		1				i			·		
### Annal								J	!		i
Date Description Descrip			-	_	_ [_ [_	_	_ i	-	_
Monte particulation		:				i					
Procedure		1.									
### Street									:		
Production Pro		.	_	_	-	-	_	_	- :	i –	_
Source profilection		!			¦ l	İ					
Montage March Ma		. :				i	ļ.				
Museument Amorphomese		i.	_	_		-	_ ;	_	_ :	_	_
Community Comm		: i	İ		.	:					
Community	-	. ,							1	i	
Community Pariss & guidence Pariss & gui		-			<u> </u>	i					
Community Comm		. વ			į .		ļ		1		
Perils & justification Support	Outer	, ,			:	:	!		1		i
Partic & Jaudiere Specialistic & Jaudier	Community		_	-	; -	-	-		-	<u> </u>	
Solution process Community halfs Librariae Recreational rolities Fire, statish & emergency Social reside A emergency Social reside A emergency Social reside A emergency Social reside and policing Buses 7 Clinica Museuma & Art Galleriae Commenteriae Social reside from housing B Other	Parks & gardens		[j' l				1	i	
Community halfs Libraries Recreational facilities Fire, sately & enargementy Security and policing Buses 7 Cultica Substance 7 Cultica Substance 7 Cultica Substance S		. !		!	!						
Description of Salities First, sality & Resignancy Security and politicing Busics First, sality & Resignancy Security and politicing Busics First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & Resignancy First, sality & First, salit				İ		!					
Reservations facilities Five, stable, & engineery Security and policing Suisse Ciliates Ciliates Constituted housing Ciliates Constituted housing Ciliates Constituted housing Ciliates Constituted housing Ciliates Constituted housing Ciliates Constituted housing Ciliates Ciliates Constituted housing Ciliates Ciliates Constituted housing Constituted housing Constituted ho							!				
Fire, subly & emergrancy Security and politicing Busins Charles and Charles Massinan & Art Galeriae Connecticine Social retrail housing Other Social retrail housing Other Social retrail housing Other Social retrail housing Other Social retrail housing Other Social retrail housing Other Social retrail housing Other Social retrail housing Other Social Research Social retrail housing Other Research Social retrail housing Other Research Social retrail housing Other Research Social retrail housing Other Research Social retrail housing Social retrail		1	i i			i			Į.	:	
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Massana & Art Calaviries Social rental housing 8		7				į į					
Comparison Second a protein bousing Second a protein Second a protei				!							!
Social fertal housing			į.	i	•					•	
Maritage assists Sulidings Other Sulidings S		. 8		:	:				ł	:	
Buildings			İ		i					İ	
Buildings				i ·							i
Investment properties			· <u>-</u> .		ļ				. -		=
Investment properties		_								!	1
Housing development Other	Other	. 9	į:		 						
Housing development Other	Investment properties		_	_	i -	- ا	_	_	1 -	-	_
Other assets		i		:		l					ļ
Ceneral vahicles 40	Other	:	!		!				.1		
Ceneral vahicles 40						l				4.000	4.000
Specialised vehicles		:		574	388	991	995	831	1 232	1 232	1 232
Piant & equipment 426 296 206 308 312 312 555 555 Computers - hardware/equipment 182 43 33 139 139 11 136 136 Furniture and cher office equipment 63 41 7 45 44 7 41 41 Abattoirs Markets Control and Buildings 1669 219 142 500 500 500 500 500 Other Buildings 1669 219 142 500 500 500 500 500 Other Land 75 Surplus Assets (finvestment or inventory) Other List sub-class List sub-class List sub-class List sub-class Total Repairs and Maintenance Expenditure 1 2 455 574 388 991 995 831 1 232 1 232 Specialised vehicles		! 10	40	_	_	l _	_		_	I -	_
Computers - hardware/equipment 182			426	, 266	1	308	312	312	555	555	555
Furniture and other office equipment											136
Markels Civic Land and Buildings 1669 219 142 500 50					7	45	44	. 7	41	41	41
Civic Land and Buildings	l .			:							i
Other Buildings 1669 219 142 500 500 500 500 500 500 Surplus Assets - (Investment or Inventory)	l .	i			İ			i	1	1	
Other Land		i	1 660	210	142	500	500	500	500	500	500
Surplus Assets - (Investment or Inventory)		1]	1				
Agricultural assets											
List sub-class Elological assets	Other		1			l	1	:	_	<u>!</u>	j
List sub-class Elological assets	Agricultural accate	:	1 _	_	_	_	_	: _	<u> </u>		_
Biological assets			ļ <u>-</u>			ļ	 		-1	-	
Dialogical assets	B01000 01000		1	İ	:						-
List sub-class Intangibles — — — — — — — — — — — — — — — — — — —	.								1		
Intangibles			<u> </u>		4		·	-	-	<u>:</u>	ļ <u>-</u>
Computers - software & programming Other (list sub-class) Total Repairs and Maintenance Expenditure 1 2 455 574 388 991 995 831 1 232 1 232	LIST SUB-Class	1			İ			;	1	:	
Computers - software & programming Other (list sub-class) Total Repairs and Maintenance Expenditure 1 2 455 574 388 991 995 831 1 232 1 232			ļ		-	l	 	i i			
Other (list sub-class) Total Repairs and Maintenance Expenditure 1 2 455 574 388 991 995 831 1 232 1 232 Specialised vehicles -<	Intangibles		-	-	-		-	-	-	-	-
Total Repairs and Maintenance Expenditure	Computers - software & programming			T		Ι΄.			1	Ĭ	1 7 1
Specialised vehicles		. 1	2 455	574	388	991	995	83	1 1 232	1 232	1 233
Refuse Fire Conservancy									- '-		! -
Fire Conservancy		į	1 -	-	_	1		İ	1		
Conservancy					:	1	:	i	1		i
	1	:									
	Ambulances	i	ŀ	1		1			1	İ	
			1	1 2 782	2 402	1 4 207	4.007	1 0.484	2 457	0.404	4.097
R&M as a % of PPE 3.6% 1.7% 1.1% 1.0% 1.0% 2.1% 2.1% 2.1% R&M as % Operating Expenditure 1.1% 0.4% 0.3% 0.7% 0.5% 0.6% 0.8% 0.9%	1	į		1		1	1	1	1	1	1.9%

DC10 Cacadu - Supporting Table SA34c Consolidated repairs and maintenance by asset class

Description	Ref	2010/11	2011/12	2012/13	Gu	rrent Year 2013/1	14	2014/15 Mediu	m Term Revenu Framework	e & Expenditure
Rthousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year 1 2016/17
Depreciation by Asset Class/Sub-class			1							
nfrastructure		_	_	_	_	-	_	_	i -	_
Infrastructure - Road transport					i	·			i	
	1 1			_	_	- !	_		-	
Roads, Pavements & Bridges	'									
Storm water	i									
Infrastructure - Electricity		- 1	-	-	- !	- :	-	_	-	-
Generation		i							İ	
										1
Transmission & Reticulation		i		i		. 1			İ	1
Street Lighting										•
Infrastructure - Water		-	- 1	-	-	-	-	-	i -	-
Dams & Reservoirs										į
Water purification								1		1
									1	
Reticulation									1	i
Infrastructure - Sanitation	:	- :		-	- 1	- ;	-	-	j -	-
Reticulation						i				
Sewerage purification						.		1	İ	
• '		-			1	: 1			İ	
Infrastructure - Other	: i	- i	-	-	-	-	-	_	_	
Waste Management		ļ			i			1	!	:
Transportation	2				1			1		i
Gas					I					
Other	3							1	1	
Olifer					1	:		1	1	
Community				_	1	:		1		!
Community Parks & cordans		_ · · · · · · · · · · · · · · · · · · ·			l	- - į	<u>-</u>	- -	į	·
Parks & gardens										
Sportsfields & stadia	٠.				!	.				1
Swimming pools	1 1				l	,			1	1
Community halls						!			1	
Libraries	1 1					i		1		i
Recreational facilities			:							
Fire, safety & emergency								Į.		i
Security and policing									i	
Buses	7					!			i	1
Clinics										
Museums & Art Galleries									!	
Cemeteries					l					
Social rental housing	. 8				1	:				1
Other	i :		!			1 1			ļ	
						į i			:	•
leritage assets		-	! - ;	-	-	j - :	-	-		
Buildings	!		i					Ţ	•	1
Other	9 :			'		i		1	1	
						ļ	:			
evestment properties		_			-	-	-	-	-	
Housing development			:							
Other			1							-
	1 1		1	ï	İ	1			ļ	
Di <u>her assets</u>	i i	4 500	1 622	975	2 033	2 033	1 484	1 505	1 50	5 15
General vehicles		1821	552	422	652	652	476	483	483	3
Specialised vehicles	10	_	_	-	-	-	-			
Plant & equipment		1 153	565	395	611	611	446	452	2 450	2 .
Computers - hardware/equipment	:	!						1	1	-
Furniture and other office equipment						:		1	i	
Abattoirs							i	1		
Markets			:	i				1		
Civic Land and Buildings			!	I	1	:			i	
Other Buildings	:	1 526	505	158	770	. 770	562	570	57	o! :
Other Land		i			1	i		1	1	:
Surplus Assets - (Investment or Inventory)	1		İ	!	1	İ	ļ	1		
Other	j	!	!	!			i		1	
	i	i			l	i				
Agricultural assets	i	i	·		<u> </u>	<u> </u>	<u> </u>	<u> </u>		
List sub-class	1	:				1		1		i
		1		•	1.	:		1	.i	1
Palantant annuts			1		1		1	1	1	1
Biological assets			·	<u>.</u>	. .		1 7.		· j	
List sub-class			İ	:	1		1	1	1	1
		<u> </u>	!		·	 	 	·		-
-6	:	i	1	į.	1	į.	!	1	1	
ntangibles		<u> </u>	·	·		ļ	ļ <u>-</u> -	- -		. i
Computers - software & programming Other (fist sub-class)					1		l .			
Outer (asi spo-cress)			:				<u>:</u>			:
Total Depreciation	. 1	4 500	1 622	975	2 033	2 033	1 484	1 50	5 150	5 1
Proprietized vehicles	-		· _		T -			1	1	. 1
Specialised vehicles		ı -	-	-	1 -	-		-	-	ĺ
Refuse		I		i	1		į			
Fire		!	1	!	i	1	į			ĺ
					1		1	1		4
Conservancy	l	1	•	:			i .	1	1	

DC10 Cacadu - Supporting Table SA35 Consolidated future financial implications of the capital budget

Vote Description	Ref	2014/15 Mediur	n Term Revenue Framework	& Expenditure		Fore	casts	
R thousand	:	Budget Year 2014/15	Budget Year +1 2015/16	Budget Year +2 2016/17	Forecast 2017/18	Forecast 2018/19	Forecast 2019/20	Present value
Capital expenditure	1							Ţ
Vote 1 - Executive and council		10 519	10 000	5 000				:
Vote 2 - Finance and Corporate Services		2 766	-	-			!	
Vote 3 - Planning and Infrastructure development		107		-				
Vote 4 - Health	1	211		_				
Vote 5 - Community Services	:	-	_	-				
Vote 6 - Housing		_	-					1
Vote 7 - Public Safety		109	_	I			1	:
Vote 8 - Sport and Recreation		_	_	-			:	İ
Vote 9 - Waste Management		_	_	_				
Vote 10 - Roads			-					
Vote 11 - Water		19	i –	_		İ		
Vote 12 - Electricity		_	_	· _		ļ		
Vote 13 - Other	:			, _				:
0		_	_	_		1		
0		: _	_	_		1	1	
List entity summary if applicable						:		
Total Capital Expenditure	İ	13 731	10 000	5 000		ļ <u>-</u>		-
Total Capital Experiorule		13 731	i 10 000	3000	_	_	_	_
Future operational costs by vote	2							
Vote 1 - Executive and council								1
Vote 2 - Finance and Corporate Services		!		İ				
Vote 3 - Planning and Infrastructure development		:						
Vote 4 - Health								
Vote 5 - Community Services								
Vote 6 - Housing	!	:						!
Vote 7 - Public Safety				'				4
Vote 8 - Sport and Recreation								1
Vote 9 - Waste Management				i			:	
Vote 10 - Roads		:					I	
Vote 11 - Water		1						
Vote 12 - Electricity						:		
Vote 13 - Other		į	:	!				:
0		i !						1
					ļ			
(intentity assessment if analisable				1				
List entity summary if applicable	į					!		
Total future operational costs	i	-	-	_	-	_	-	_
Future revenue by source	3		:			1		
Property rates		1	:	1	1			
Property rates - penalties & collection charges			l					
Service charges - electricity revenue		i						
Service charges - water revenue							1	İ
Service charges - sanitation revenue	İ	•	•			i	İ	
Service charges - refuse revenue	i							
Service charges - refuse revenue Service charges - other		:				İ		1
Rental of facilities and equipment		1	:		1	İ		· 1
		į						
List other revenues sources if applicable		İ	į	:			1	
List entity summary if applicable	į	i				•		
Total future revenue					<u> </u>		<u> </u>	-
Net Financial Implications		13 731	10 000	5 000	-	_	_	-

^{1.} Summarise the total capital cost until capital project is operational (MFMA s19(2)(a))

^{2.} Summary of future operational costs from when projects operational (present value until the end of each asset's useful life) (MFMA s19(2)(b))

^{3.} Summarise the future revenue from when projects are operational, including municipal tax and tariff implications, (present value until the end of asset's useful life)

Total Poles (many free properties seems. At assets budgeted or it to operational use and is collegened as PPE 35514 35614 35614 5500	Municipal Vote/Capital project Ref			2	Individually Approved	Asset Class	Asset Sub-Class	GPS co-ordinates		Prior year outcomes		2814/15 Medium	2014/15 Medium Term Revenue & Expenditure Framework		Project Information
The Clear is buring with does not have any Capical Physician with model result in the application of inferences agreement. As severely burgated for the separational use and is consequenced as PPE 3500 137731 10000 50000	?thousand 4	ProgramProject description	Project number		(oursen)	m	.	<i>w</i>	Total Project Estimate			Budget Year 2014/15	Budget Yaar +1 Budget Yea 2015/16 2016/17	1	Ward location New or ronewal
The Libratic Nucleopity gives and have any Capical Projects which nould result in the capital sinters of inference and capital sinte	Parent municipality: List all capital projects grouped by Municipa	al Vole					:								
1000 1000		. The District Municipality does not have an	; y Capital Proje	ects which wou	uld result in the capitalisation of Infra-	Istructural assets. All assets budgeted i	'or is for operational use and is catergorised.	as PPE		3514	3 990	13 731		000	
1 1900 1900															
19731 10000 5000															· · · · · ·
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	-					-				!				:	
	arent Capital expenditure			<u> </u>				:				13/21	.i	i	
3514 3890 13731 10000	ntities: List all capital projects grouped by Enlity										·				
INTERPORT NAME OF TAXABLE PROPERTY OF TAXABLE	ntity A Water project A														
3514 3990 13731 10000	tity B Electricity project B														
	ntity Capital expenditure									3514	3 990	13 731	10 000	, D00	

Total Capital expenditure

References
1. Marticus conclusive budgeled Capital Expanditure
2. As per Table SA34
3. As per Table SA34
4. Projects that fall above the Breshold values applicable to the municipality as identified in regulation 13 of the Municipal Budget and Reporting Regulations must be listed individually, Other projects by programme by Vota

Ref.	Ref.					T T	Current Year 2013/14	ZU14/12 Mediur	2014/13 медиш тегт кечепие а схрепацие Ргатемогк
Municipal VotelCapital project	1,2 Project name	Project	Asset Class	Asset Sub-Class 3	GPS co-ordinates 4	Ф.	Original Fuß Year Budget Forecast	i	Budget Year Budget Year +1 Budget Year +2 2014/15 2015/16 2015/17
R thousand Parent municipality: List all capital projects grouped by Municipal Vote	(e		Examples	Examples		Year			
· · · · · · · · · · · · · · · · · · ·	: The District Municipality does not have any Capital.	Projects which would res.	ult in the capitalisation of infrastructural assets	The District Municipality does not have any Capital Projects which would result in the capitalisation of infrastructural assets. All assets budgeted for is for operational use and is catergorised as PPE	s catergorised as PPE				
Entities: List ell capital projects grouped by Municipal Entity	(4)					<u> </u>			
Ели́гу Name Project name									

DC10 Cacadu - Supporting Table SA9 Social, economic and demographic statistics and assumptions	nomic	and demographic statistics and assumpti	ons								1	O Concadifund
						2010/11	2011/12	2012/13	Current Year 2013/14		Z019/13 Medium tenin revenue & Experiorus Framework	e raheimine e
Description of economic indicator	Se	Basis of calculation	2001 Census	2007 Survey	2011 Census	Outcome	Outcome	Outcome	Original Budget	Outcome	Outcome	Outcome
Demographics Population Females aged 5-14 Males aged 5-14 Females aged 15-34 Males aged 15-34 Unemployment			883 131 129 116 99 99									
Monthly household income (no. of households) No income R1 - R1 600 R1 601 - R3 200 R3 201 - R6 400 R6 401 - 872 800	1, 12		64 10 45									
R12 801 - R25 600 R25 601 - R51 200 R52 201 - R102 400 R102 401 - R204 800 R204 801 - R409 600 R409 601 - R819 200				8 638 509 189								
Poverty profiles (no. of households) < R2 060 per household per month Insert description	13								<u> </u>			
Householdidemographics (009) Number of people in municipal area Number of poor people in municipal area Number of households in municipal area Number of poor households in municipal area Definition of poor household (R per month)				ļ								
Housing statistics Formal Informal Total number of households Dwellings provided by municipality	ю 4				ļ'			'				'
J. Wellings provided by private sector Total new housing dwellings	æ.					•						
Economic Inflationfulfation outbook (CPIX) Inflatest rate - borrowing Interest rate - investment Renumeration increases Consumption growth (electricity) Consumption growth (water)	ø									- 		
Collection rates Property tax/service charges Rental of facilities & equipment Interest - external investments Interest - debtors Revenue from agency services	~											

<u>ANNEXURES</u>

ANNEXURE "A"

PROJECT BUDGET - 2014/2015

PROJECTS	<u>AMOUNTS</u>	FUNDING SOURCE
OFFICE OF THE MAYOR		
MORAL REGENARATION IMBIZOS AND OUTREACH	180 000 150 000 330 000	Accumulated Surplus Accumulated Surplus
TOTAL OFFICE OF THE MAYOR	330 000	
OFFICE OF THE MUNICIPAL MANAGER		
PERFORMANCE MANAGEMENT		
PMS SUPPORT TO LM'S	50 000 50 000	Accumulated Surplus
CAPACITY BUILDING		
MSIG - CAPACITY BUILDING	934 000 934 000	Grant - MSIG
SPECIAL PROJECT UNIT - YOUTH, GENDER AND DISAR	BLED	
COMMEMORATION DAY CELEBRATION DISABILITY EMPOWERMENT WOMEN EMPOWERMENT YOUTH DEVELOPMENT	200 000 200 000 300 000 250 000 950 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
LIBRARIES		
LIBRARIES	3 000 000 3 000 000	Accumulated Surplus
HIV/AIDS		
IMPLEMENTATION OF THE HIV/AIDS PLAN	300 000 300 000	Accumulated Surplus
TOTAL OFFICE OF THE MUNICIPAL MANAGER	5 234 000	

50 000 320 000 200 000 570 000	Accumulated Surplus Accumulated Surplus
320 000 200 000	
320 000 200 000	
200 000	Accumulated Surplus
	Accumulated Surplus
1 236 000	Grant - EPWP
1 300 000	Accumulated Surplus
1 200 000	Accumulated Surplus
5 000 000	Accumulated Surplus
1 500 000 10 236 000	Accumulated Surplus
400 000	Sundry Creditors
190 000	Sundry Creditors
590 000	Canary Crosses
3 000 000	Accumulated Surplu
1 000 000	Accumulated Surplu
4 500 000	Accumulated Surplu
2 418 212	Accumulated Surplu
1 300 000	Accumulated Surplu
1 000 000	Accumulated Surplu
300 000	Accumulated Surplu Accumulated Surplu
1 800 000 15 318 212	Accumulated Surpli
850 000	Grant
3 720 788	Accumulated Surplu
2 110 000	Grant - RRAMS
300 000 6 980 788	Accumulated Surpli
385 000	Grant
	Accumulated Surpl
2 000 000 4 575 000	Accumulated Surpl
38 270 000	
	2 190 000 2 000 000

DEPARTMENT : ECONOMIC DEVELOPMENT		
MANAGEMENT		
LED AQUA PROJECT DISTRICT DEVELOPMENT AGENCY ENVIRONMENTAL AND REGENERATION ENERGY LEDI PROJECTS RENEWABLE ENERGY AND GREEN ECONOMY	456 000 4 000 000 500 000 540 000 200 000 5 696 000	Grant - ECDC Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
LOCAL ECONOMIC DEVELOPMENT		
AGRICULTURAL SUPPORT LED DISTRT SUPPORT LED PROJECTS CDM SMME SUPPORT PROGRAMME BUSINESS DEVELOPMENT FORUM PELLET FACTORY IN RIETBRON	2 000 000 600 000 730 000 1 500 000 150 000 350 000 5 330 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
TOURISM PROMOTION & DEVELOPMENT		ì
DESTINATION AND SUB-BRANDING SIGNAGE TOURISM SECTOR DEVELOPMENT SUPPORT SUPPORT TO LOCAL TOURISM ORGANISATIONS TOURISM EDUCATION AWARENESS TOURISM MARKETING TOURISM INFRASTRUCTURE INVESTMENT DEVELOPMENT OF TOURISM STATS SYSTEM CREATIVE INDUSTRIES	350 000 600 000 600 000 1 200 000 1 000 000 475 000 600 000 5 425 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
TOTAL DEPARTMENT: ECONOMIC DEVELOPMENT	16 451 000	
DEPARTMENT: FINANCE AND COPORATE SERVICES		
FINANCIAL ACCOUNTING DIVISION		
SUPPORT TO DISTRICT FOR IMPROVING AUDIT OL	2 500 000 2 500 000	Accumulated Surplus
TOTAL FINANCE & CORPORATE SERVICES	2 500 000	
TOTAL PROJECT BUDGET	62 785 000	

SUMMARY OF FUNDING

GRANTS:

 NATIONAL
 4 280 000

 PROVISIONAL
 1 235 000

 OTHER
 456 000

ACCUMULATED SURPLUS 56 224 000

SUNDRY CREDITORS 590 000

TOTAL FUNDING / PROJECT BUDGET 62 785 000

Annexure "B"

Mandatory Performance Measures 2013/14

	CDM
Mandatory Measure % of households with access to basic level of water	87%*
% of households with access to basic level of sanitation	83%*
% of households with access to basic level of electricity	NA
% of households with access to basic level of solid waste removal	*%96
% of households earning less than R1100 per monthly with access to free basic services	Not measured*
% of municipality's capital budget actually spent on capital projects identified in the IDP	100%
Number of jobs created through the municipality's local economic development initiatives including	100 permanent 300 temporary
Capital projects Number of people from employment equity target groups employed in the three highest levels of	12 out of 16 (75%)
management in compliance with a fittility approved cripposition of a municipality's budget actually spent on implementing its workplace skills plan	0.1%
Debt Coverage: Total operating revenue received - operating grants divided by debt servicing	NA
payments Service debtors to revenue: Total outstanding debtors divided by annual revenue actually received for	NA
services Cost coverage: Cash available and investments at 30 June, 2008 divided by monthly fixed operating	44,35
expenditure	

Reporting measure only, not measured as performance as autonomy is with respective Local Municipalities

Annexure "C"

ANNUAL PERFORMANCE OBJECTIVES BY VOTE - OPERATIONAL MEASURES

Vote	GFS.	Objective	Key Performance Indicator
Executive	Executive and	Oversight of council operations and exercise delegated authority	100% of planned Council meetings held
Municipal	Executive and	 Ensure the institution is managed in an effective and efficient manner* 	 100% of SDBIP (operational and capital projects) implemented.
)))) S	Finance and Administration	 Ensure that the Municipality complies with Legislation applicable to it* 	 Zero incidence of repeat exception reports from Internal Audit (excl. those pre-identified as multiple year implementation programmes)
		Budgetary control of operating income and expenditure*	 Existence of a disaster Management Plan Income and expenditure variance not to exceed
		 Ensure that CDM is active within the district in which it serves Compliance with OHASA 	Completion of an investigation into a relocation
		 Ensure that capacity of the District is given priority 	to Kirkwood Completion of
			Maintenance of the CDM Capacity building strategy
	Planning and	Market CDM to attract tourism, trade and investment	•
	Performance	Support the implementation of the IDP through	100% of CDM employees under the PMS
	Management	the performance management of the institution and its workforce*	
Planning and	Planning and Development	Ensure that development occurs in the most logical way possible and in a manner that is in	100% Projects prioritized and funded in accordance with the SDF principles
Development		line with the adopted SDF principles	5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5 5
Economic Development	Planning and Development	Ensure that the growth and development agreement is implemented and used as the agreement is implemented and used as the agreement.	Monitor monetary communicates inclusion partners as per the GDS agreement
		Dasis Ioi cooperative district wide determine	

Vote	GFS	Objective	Ney renominative margaret (10)
	Function		O OC DAC of attornotate laiseness 3.
Finance and	<u> </u>	 Compilation of budget and financial statements 	Delivery of illiancial statements to Co. Co. Co. Co. Co. Co. Co. Co. Co. Co
Corporate	Administration		Annual approved budget
Services		• Ensure that Council finances are well managed	 100% Financial obligations required by MFMA
			adhered to in accordance with National Treasury
			MFMA implementation priorities
		Ensure HR issues are effectively dealt with	 100% job descriptions in place
			 Recruitment process completed within 8 weeks
			 Training takes place in accordance with the skills
			development plan.*
			 100% disciplinary hearings organized within 15
			working days after service of notice of
	_		misconduct.
	Evecutive and	Ensure decision makers receive information	• 100% council agendas delivered prior to 5 days
	Lycodilyc dild	<u> </u>	of meeting

* Indicator supported and implemented across all Votes

Annexure "D"

Revenue by Source

Source	Performance Measure	Performance Target
Other income	% of sundry income collected	100 %
Rental of facilities & Equipment	% of fees received	100 %
Interest earned - external investments	Average rate of return/ prime rate	70 %
Interest earned – outstanding debtors	Average rate of return/ prime rate	102 %
Settlement discounts	% of settlement discounts negotiated	1 %
Contributions – other municipalities	% of contributions recovered (if applicable)	100%
Government Grants and Subsidies	% of Grants received	100%
Contribution: Surplus account	% of cash backed surplus utilized	80%

<u>Note</u>: All other income sources are determined by National and Provincial Departments and as promulgated by DORA Act.

ANNEXURE "E"

CACADU DISTRICT MUNICIPLAITY

CAPITAL BUDGET 2014/15

Department/Division	Asset Type	Qty	Unit Cost	Total cost	Funding Source
XECUTIVE AND COUNCIL - GFS					
OFFICE OF THE MAYOR					
COUNCIL EXPENSES					
Pedenza	Office equipment	1	12 000	12 000	
Filing Cabinet 5 drawer	Office equipment	1	4 000	4 000	Accumulated Surplus
Filing Cabinets 4 drawer	Office equipment	1	3 000		Accumulated Surplus
Stationery Cabinet	Office equipment	1	3 000		Accumulated Surplus
Swivel Chairs	Office equipment	1	3 000		Accumulated Surplus
Colour Printer	Office equipment	1	3 000		Accumulated Surplus
Fridge	Office equipment	2	5 000	10 000	Accumulated Surplus
				38 000	
TOTAL VOTE : OFFICE OF MAYOR			Ļ	38 000	
OFFICE OF THE MUNICIPAL MANAGER					
MANAGEMENT					
Printer	Office equipment	1	2 500		Accumulated Surplus
Swivel Chairs	Office equipment	1	3 000		Accumulated Surplus
Shredder	Office equipment	1.	8 000		Accumulated Surplus
Coffee Machine	Office equipment	1	5 000	5 000	Accumulated Surplus
Computer	Office equipment	1	12 000		Accumulated Surplus
Committee room 2 make over	Office equipment	1	100 000		Accumulated Surplus
Relocation - New Offices	Land and Buildings	1	10 000 000		Accumulated Surplus
Fax machine	Office equipment	L.	3 500	3 500	Accumulated Surplus
			}	10 134 000	4
CAPACITY BUILDING					
Swivel Chairs	Office equipment	5	3 000	15 000	Accumulated Surplus
Desks	Office equipment	3	6 000	18 000	Accumulated Surplus
Fax Machine 4 in 1	Office equipment	1	5 000	5 000	Accumulated Surplus
Computer	Office equipment	1	12 000	12 000	Accumulated Surplus
	<u> </u>				
			ļ	50 000	_
	CRD			10.104.000	
TOTAL VOTE: OFFICE OF MUNICIPAL MANA	GER			10 184 000	-
DEPARTMENT : FINANCE AND CORPORATE S	SERVICES				
TOTAL: EXECUTIVE AND COUNCIL - GFS		1 1		10 222 000	l I

ANCE AND ADMINISTRATION - GFS					
EPARTMENT : FINANCE AND CORPORATE SEI	RVICES				
DRPORATE SERVICES					
PEOPLE MANAGEMENT					
Shredder - Industrial	Office equipment	1	17 000	17 000	Accumulated Surplus
Laptop	Office equipment	1	12 000		Accumulated Surplus
Desk	Office equipment	4	6 000		Accumulated Surplus
Swivel Chair	Office equipment Office equipment	3	3 000		Accumulated Surplus Accumulated Surplus
Swivel Chair Visitors Chairs	Office equipment	2	2 500		Accumulated Surplus
Microwave	Office equipment	1	3 000		Accumulated Surplus
Guillotine	Office equipment	1	3 000		Accumulated Surplus
Boardroom Table	Office equipment	1	40 000		Accumulated Surplus
HR System	Office equipment	1	200 000	200 000	Accumulated Surplus
				316 000	
TOTAL : CORPORATE SERVICES				316 000	
FINANCE			Ţ		
ASSET MANAGEMENT					
Swivel Chair	Office equipment	1	3 000		Accumulated Surplus
Visitors Chairs	Office equipment	2	2 500		Accumulated Surplus
Filing Cabinets Starter Pack	Office equipment Office equipment	1	2 000		Accumulated Surplus Accumulated Surplus
Laptops	Office equipment	+++	12 000	12 000	Accumulated Surplus
				24 000	
			-	26 000	
LEGAL SERVICES					
Contract Management System	Office equipment	1	200 000	200 000	
N. M.DOV.			\ -	200 000	
PAYROLL					
Swivel Chair	Office equipment	$\left \frac{1}{1} \right $	3 000 6 000	3 000 6 000	Accumulated Surplus Accumulated Surplus
Desks Calculator with tally	Office equipment Office equipment	1	2 000	2 000	
Calculator with tarry	Office equipment	† †	2 000		A reculturate of the second
				11 000	
TOTAL: FINANCE			}	237 000	
INFORMATION TECHNOLOGY					
IT					
Chairs	Office equipment	2	3 000		Accumulated Surplus
Visitors Chairs	Office equipment	4	2 500		Accumulated Surplus
Microwave	Office equipment	1 1	2 000		Accumulated Surplus
Financial Systems	Computer Software	1	2 000 000	2 000 000	Accumulated Surplus
TOTAL: INFORMATION TECHNOLOGY				2 018 000	
PROPERTY SERVICES					
ESTATES					
Airconditioners	Office equipment	15	13 000	195 000	Accumulated Surplus
TOTAL: PROPERTY SERVICES				195 000	
TOTAL VOTE: DEPARTMENT: FINANCE AND	CORPORATE SERVICES		ļ	2 766 000]
OTAL: FINANCE AND ADMINISTRATION - GFS				2 766 000	
JIAU, FRANCE MID ADMINGTAATION - OF	,			2,00,000	Ⅎ

Visitors chairs L shape desks with 2 pedestals Computer Credenza Boardroom Chairs Projector Urn CNVIRONMENTAL HEALTH Office chairs Laptops Colour Printers Digital Cameras Noise Level Meter Camera Computer Book Shelf Filing Cabinets Camera Camera Camera Computer Book Shelf Filing Cabinets Camera Computer Book Shelf Filing Cabinets Camera	ffice equipment	3 8 4 3 1 3 1 2 2 5 1 1	3 000 2 000 15 000 15 000 12 000 7 000 3 000 5 000 2 000 12 000 3 000 12 000 8 000 22 000 8 000 12 000 4 000	12 000 30 000 30 000 12 000 7 000 30 000 5 000 2 000 140 000 9 000 96 000 12 000 24 000 22 000 24 000 12 000	Accumulated Surplus
Office Chairs Visitors chairs L shape desks with 2 pedestals Computer Credenza Boardroom Chairs Projector Urn CINT CONFICE chairs Colour Printers Colour Printers Colour Printers Computer Camera Computer Compute	ffice equipment ffice equipment	6 2 2 1 1 10 10 1 1 1 1 1 3 8 4 4 3 1 1 2 2 2	2 000 15 000 15 000 12 000 7 000 3 000 5 000 2 000 3 000 12 000 3 000 8 000 22 000 8 000 12 000 4 000 3 000	12 000 30 000 30 000 12 000 7 000 30 000 5 000 2 000 140 000 96 000 12 000 24 000 24 000 24 000 21 000 4 000 8 000	Accumulated Surplus Accumulated Surplus
Visitors chairs L shape desks with 2 pedestals Computer Credenza Boardroom Chairs Projector Urn Cffice chairs Laptops Colour Printers Digital Cameras Noise Level Meter Computer Computer Computer Computer Computer Computer Computer Computer Book Shelf Filing Cabinets Camera Computer Book Shelf Filing Cabinets Computer	ffice equipment ffice equipment	6 2 2 1 1 10 10 1 1 1 1 1 3 8 4 4 3 1 1 2 2 2	2 000 15 000 15 000 12 000 7 000 3 000 5 000 2 000 3 000 12 000 3 000 8 000 22 000 8 000 12 000 4 000 3 000	12 000 30 000 30 000 12 000 7 000 30 000 5 000 2 000 140 000 96 000 12 000 24 000 24 000 24 000 21 000 4 000 8 000	Accumulated Surplus Accumulated Surplus
L shape desks with 2 pedestals Laptops Computer Credenza Boardroom Chairs Projector Urn CNUT COMMENTAL HEALTH Office chairs Laptops Colour Printers Digital Cameras Noise Level Meter Camera Computer Book Shelf Filing Cabinets Camera Computer Book Shelf Filing Cabinets Camera Camera Computer	ffice equipment ffice equipment	2 2 1 1 10 10 1 1 1 3 8 4 4 3 1 1 2 2	15 000 15 000 12 000 7 000 3 000 5 000 2 000 3 000 12 000 3 000 22 000 8 000 22 000 4 000 3 000	30 000 30 000 12 000 7 000 30 000 5 000 2 000 140 000 96 000 12 000 24 000 22 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus
Laptops Computer Computer Coredenza Computer Coredenza Computer Coredenza Coredenza Coredenza Coredenza Coredenza Computer Comput	ffice equipment ffice equipment	2 1 1 10 1 1 1 1 1 3 8 4 4 3 1 1 2 2 2	3 000 3 000 3 000 5 000 2 000 3 000 3 000 12 000 3 000 8 000 22 000 8 000 12 000 4 000 3 000	30 000 12 000 7 000 30 000 5 000 2 000 140 000 9 000 96 000 12 000 24 000 22 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus
Computer Credenza COMPUTE CONTROLLER MANAGEMENT Computer Computer COMPUTE CONTROLLER MANAGEMENT Controller Computer Co	ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment ffice equipment	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	3 000 3 000 5 000 2 000 3 000 2 000 3 000 12 000 3 000 8 000 22 000 8 000 12 000 2 000 4 000	12 000 7 000 30 000 5 000 2 000 140 000 9 000 96 000 12 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus
Credenza C Boardroom Chairs C Projector C Urn C ENVIRONMENTAL HEALTH Office chairs C Laptops C Colour Printers C Digital Cameras C Noise Level Meter C Camera C Computer C Book Shelf C Filing Cabinets C PLANNING UNIT Office chairs C Camera C Comera C Chairs C Chairs C Computer C C Computer C C Computer C C Computer C C C Computer C C C C C C C C C C C C C	office equipment 4 3 1 2 2	7 000 3 000 5 000 2 000 3 000 12 000 3 000 8 000 22 000 8 000 12 000 2 000 4 000	30 000 5 000 2 000 140 000 9 000 96 000 12 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus	
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Colour Printers Digital Cameras Noise Level Meter Camera Computer Book Shelf Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment 1 2 2 2	8 000 22 000 8 000 12 000 2 000 4 000	24 000 22 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus	
Digital Cameras Noise Level Meter Camera Computer Book Shelf Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMEN'T Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment Office equipment Office equipment Office equipment Office equipment Office equipment	1 3 1 2 2 2	22 000 8 000 12 000 2 000 4 000	22 000 24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
Noise Level Meter Camera Computer Book Shelf Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMEN'T Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment Office equipment Office equipment Office equipment Office equipment	1 2 2 2	8 000 12 000 2 000 4 000	24 000 12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
Computer Book Shelf Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment Office equipment Office equipment Office equipment	1 2 2 2	12 000 2 000 4 000	12 000 4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus Accumulated Surplus
Book Shelf Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment Office equipment	5	2 000 4 000	4 000 8 000 211 000	Accumulated Surplus Accumulated Surplus Accumulated Surplus
Filing Cabinets PLANNING UNIT Office chairs Camera DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment	5	3 000	8 000 211 000	Accumulated Surplus Accumulated Surplus
PLANNING UNIT Office chairs Camera DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment	5	3 000	211 000 15 000	Accumulated Surplus
Office chairs Camera DISASTER MANAGEMEN'T Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge		_			
Camera DISASTER MANAGEMEN'T Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge		_			
DISASTER MANAGEMENT Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment	<u> </u>	8 000	8 000	Accumulated Striptus
Office chairs Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge					
Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge				23 000	
Visitors chairs L shape desk with 2 pedestals Boardroom chairs Fridge	Office equipment	8	3 000	24 000	Accumulated Surplus
Boardroom chairs Fridge	Office equipment	2	2 000		Accumulated Surplus
Fridge	Office equipment	1	15 000		Accumulated Surplus
	Office equipment	14	3 000		Accumulated Surplus
	Office equipment	1	6 000		Accumulated Surplus
	Office equipment	++-	3 000 15 000	15 000	Accumulated Surplus Accumulated Surplus
Kitchen Cabinets	Office equipment	1	13 000	109 000	
PROJECT MANAGEMENT				10,7000	
Office Chairs	Office equipment	6	3 000	18 000	Accumulated Surplus
Laptops	Office equipment	4	12 000	48 000	Accumulated Surplus
GPS GPS	Office equipment	1	5 000	5 000	Accumulated Surplus
				71 000	<u>) </u>
WSA					
Office chair	Office equipment	1	3 000	3 000	
Visitors chairs	Office equipment	2	2 000	4 000	
Computor	Office equipment	1	12 000	12 000	
				19 000	7
OTE TOTAL: DEPARTMENT: PLANNING AND INFR	ASTRUCTURE DEV	ELOP	PMENT	573 000	0

DEPARTMENT : ECONOMIC DEVELOPMENT	TV				
MANAGEMENT			,		
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
Filling Cabinet	Office equipment	1	4 000	4 000	Accumulated Surplus
Foyer enhancement - 2nd Phase	Office equipment	1	150 000	150 000	Accumulated Surplus
				157 000	
LOCAL ECONOMIC DEVELOPMENT		!			i
Filling Cabinet	Office equipment	i	4 000	4 000	Accumulated Surplus
Desk	Office equipment	1	6 000	6 000	Accumulated Surplus
Swivel Chair	Office equipment	1	3 000	3 000	Accumulated Surplus
 -				13 000	
TOTAL VOTE: DEPARTMENT: ECONOMI	C DEVELOPMENT		<u> </u>	170 000	
TOTAL: ECONOMIC DEVELOPMENT - GFS				170 000	
Total Capital Budget				13 731 000	
FUNDING OF CAPITAL BUDGET					
CDM - Accumulated Profits		_		13 731 000	
				13 731 000	

		ANN	EXURE "F"
TARIFFS 2014/2015			
INANCE AND ADMINISTRATION			
1. AGREEMENTS			R 65.00
1.1 Framing Agreements - Standard, per agreement	b	each	R 65.00
2. COMPUTERISED INFORMATION	ь	each	R 3.25
2.1 Computer Prints - per eyeline page			D 0 50
2.2 Address labels (self stick) - per eyeline page	b	each	R 6.50
2.4 Computer Disks	1.	anah	R 250.00
2.4.1 Basic service fee	b b	each each	R 0.50
2.4.2 Price per record	U	eacii	11 0.00
(Inclusive of the price of the floppy disk)			
3 FAXES	b	each	R 1.20
4.1 Cost of transmitting fax - per page	b	each	R 1.20
4.2 Cost of receiving fax - per page	U	caen	
4 INTEREST RATE			
4.1 Standard Rate of Interest means a rate of interest which is two	a		ŀ
percent higher than the rate of interest payable by a Council to its bank in respect of an overdraft			
its bank in respect of an overdraft			
5 SEARCH AND INSPECTION FEES			
Furnishing of information to the Public (P.N. 705/1985 d.d.			i:
Subject to the provisions of any law, any person			
applying to the Council for information from any			
records kept by the Council shall be furnished			
with such information upon payment of the under-			
mentioned fees provided that if such person is the			
owner of the property in respect of which the information			
is applied for, he shall be exempt from the payment			
of such fees:-			
 In respect of the search of any Index to 			D 40 00
any account not in a service register	ь	each	R 10.00
2. In respect of the search of any Index to			:
an account in a service register (water,			
sanitation, sewage, miscellaneous debts etc.)	b	each	R 10.00
3. For the inspection of any deed, document			
or diagram or any details relating thereto	b	each	R 10.00
 For the supply of any certificate of valuation 			
or of the outstanding charges against			
property, except certificates referred to in			
Section 96 of Ordinance No. 2 of 1974 and	L	each	R 80.00
Ordinance No. 18 of 1976	ъ	Cacii	1. 00.00
5. In respect of any search for information			
where a fee for such search has not been prescribed by (1), (2) or (3) above	Ъ	each	R 50.00
prescribed by (1), (2) or (3) above	D	20021	,

6 PHOTOCOPIES			
A3	b	each	R 1.50
A4	ь	each	R 1.00
7 PARKING			
9.11 Private (Staff)			
9.1.1 Standard Bank	b	each	R 40.00
8 OTHER			ì
Tariffs as detailed in Government Gazette No. 7224 Volume 428; No.	22125 dated 9 Mai	rch, 2001	
9 ESTATES			
9.1 Rental - Internal	ь	per m²	R 62.00
9.2 Rental - External (Standard Bank building)	b	per m²	R 60.00
10 TENDER DOCUMENTS			5 00 00
10.1 Tender document Administration Fee	b	each	R 80.00
II CERTIFICATES			
11.1 Clearance certificates	b	each	R 35.00
11.2 Valuation certificates	b		R 35.00
a Tarriff exempt from VAT			
b Tarriff is standard rated and VAT inclusive			
COMPUTER GENERATED PLANS			
Paper	ь	each	R 35.00
1.1 Plotter prints A0	b	each	R 25.00
1.2 Plotter prints A1	b	each	R 12.00
1.3 A3 (cut sheets)		each	R 7.50
1.4 A4 prints Laser & Colour	b	each	1(7.00
2 Film			
2.1 A4 Plotter Film	b	each	R 10.00
2.2 A4 Overhead Transparencies	b	each	R 20.00
2.3 A1 Plotter Film	ь	each	R 45.00
3 Extract of digital Data to disc (1,44 MB) first disc			
First Disc	b	each	R 320.00
Second disc and thereafter	b	each	R 80.00
Second disc and dictenter			
4 Search and Inspection Fees			
4.1 Furnishing mapping information	b	per hour	R 80.00
b Tarriff is standard rated and VAT inclusive			
ENVIRONMENTAL HEALTH			
l Certifiacte of Acceptability	b	each	R 65.00
b Tarriff is standard rated and VAT inclusive			
PROMOTION OF ACCESS TO INFORMATION ACT			
Part ii of Notice 187 in the Government Gazette on 1 November 2	006		
1 The fee for a copy of the manual as contemplated in regulation 5(c) is <u>R0.60</u> for ever	y photocopy of an	
A4-size page or part thereof.			

2	The fee	s for reproduction referred to in regulation 7(1) are as follows:		
	a)	For every photocopy of an A4-size page or part thereof	ь	R 0.90
	b)	For every photocopy of an A4-size page or part thereof	b	R 0.60
		held on a computer or in electronic or machine-readable form		
	c)	For a copy in a computer-readable form on -		
		i) stiffy disc	b	R 7.00
		ii) compact disc	b	R 50.00
	d)	 i) For a transcription of visual images, or an A4-size page or part thereof 	b	R 30.00
		ii) For a copy of visual images	b	R 90.00
	e)	i) For a transcript of an audio record, or an A4-size page	b	R 17.50
	¢,	or part thereof		
		ii) For a copy of an audio record	ь	R 25.00
3	The rec	quest fee payable by every requester, other than a personal requeste	er, referred to in regulation 7(2) is	
4	The ac	cess fees payable by a requester referred to in regulation 7(3) are a	s follows:	
(1)	a)	For every photocopy of an A4-size page or part thereof	b	R 0.90
(-)	b)	For every printed copy of an A4-size page or part thereof	b	R 0.60
	•	held on a computer or in electronic or machine-readable form		
	c)	For a copy in a computer-readable form on -		
		i) stiffy disc	b	R 7.00
		ii) compact disc	b	R 50.00
	d)	i) For a transcription of visual images, or an A4-size page	Ъ	R 30.00
		or part thereof		D 00 00
		ii) For a copy of visual images	b	R 90.00
	e)	 i) For a transcript of an audio record, or an A4-size page or part thereof 	b	R 17.50
		ii) For a copy of an audio record	b	R 25.00
1	f)	To search for and prepare the record for disclosure, R15.00 for e		
		excluding the first hour, reasonably required for such search and	I preparation.	
(2)	For pu	rposes of section 22(2) of the Act, the following applies:		
	a)	Six hours as the hours to be exceeded before a deposit is payable		
	b)	one third of the access fee is payable as a deposit by the requeste	er.	
(3)		ctual postage is payable when a copy of a record must be posted to	a requester.	
	b	Tarriff is standard rated and VAT inclusive		

CACADU DISTRICT MUNICIPALITY: DRAFT SERVICE DELIVERY & BUDGET IMPLEMENTATION PLAN 2014/15	NTATION PLAN 2014/15	1117.44				ANNEXURE G		Performanc	Performance Milestones	
Key Performance Annual 18. Indicator		Annual Target 2014/15	5 Department	oFS S	2014/15 Account Number	2014/15.R's	30. Sep 2014 Target	31 Dec 2014. Target.		30 Jun 2015 Target
Jansenville Water Installation of Meters in Meters installed Conservation and Demand Jansenville Management			Planning and Infrastructure Services	Water	01 158 78295	R 1 500 000	25% complete	75% Complete	100% Complete	Y A
Jansenville Water To be di Treatment Works Treatment Works	To be de	To be determined	Planning and Infrastructure Services	Water	To be determined	R 2 190 000	To be determined	To be determined	To be determined	o be determined
Nieu-Bethesda Water To be da Treatment Works Treatment Works		To be determined	Planning and Infrastructure Services	Water		R 2 000 000	To be determined		To be determined	To be determined
Jan	Five yea	Five year Infrastructure Plan	Planning and Infrastructure Services	Planning & Development	To be determined	R 1 500 000	Consultant appointed		40% Progress	
Reviewal of the ITP for the ITP Reviewed To be de District.	To be de	To be determined	Planning and Infrastructure Services	Planning & Development	To be determined	R 200 000	To be determined	To be determined	lo be determined	palululung de deletriinned
Technical Town Planning Technical Town Planning To be determined Assistance to LM's	ning To be det	ermined	Planning and Infrastructure Services	Planning & Development	To be determined	R 320 000	To be determined	To be determined	To be determined	To be determined
Planning and Feasibility To be d Studies In the District		To be determined	Planning and Infrastructure Services	Planning & Development	To be determined	R 1 300 000	To be determined	To be determined	To be determined	To be determined
Review and Consolidation Reviewed Camdeboo Reviewed and of Camdeboo Zoning Scheme Consolidated Scheme Regulations Scheme Regulations		Reviewed and Consolidated Zoning Scheme Regulations	Planning and Infrastructure Services	Planning & Development	01 152 78264	R 200 000	Regulations Finalised		N/A	N/A
er-city Construction of Inter-City aff Bus Terminal in Greaff Reinet		75% Construction of Bus-terminal Complete	Planning and Infrastructure Services	Road Transport	01 154 78255	R 5 000 000	Contractor on site	25% Complete	60% Complete	100% Complete
Implementation of roads Rural Roads Asset Natural Roads Asset Visual Asprojects as mandated Management System Management System set and Invertible Up. Complete Complete Asset Visual Asprojects Asset Visual Asprojects Asset Visual Asprojects Asset		Visual Assessments and Inventory surveys complete	Planning and Infrastructure Services	Roads	01 154 75360	R 2 110 000	GIS base data 100% set up	50% Visual Assessments of roads complete	Data and GIS Reconciliation and Refinement 100 % complete	Inventory surveys (bridges, culverts, s/w, signage etc.) 100% complete

		To be determined		of N/A	100% completed				completed		Do correction of the correctio	
Miestones	31 Mar 2015 Target.	To be determined	To be determined	100% construction of library completed	75% completed				completed	naimilianap ag o i	ne determined	l o be determined
Performance Milestones		To be determined	To be determined	ibrary completed	hotolomes 1904	nosed lines of	50% of Construction	completed	25% of construction completed	To be determined	To be determined	To be determined
	39 Sep 2014 Target 31 Dec 2014 Target	To be determined	To be determined	50% completed library completed	ſ	Confractor on site	25% of construction	completed	Contractor appointed	To be determined	To be determined	To be determined
	2014/15 R's	300 000	R 1 200 000	R 972 000		R 1 800 000	0 2 418 212	71701117	R 4 500 000	R 1 000 000	R 1 300 000	R 5 000 000
	2014/15 Account Number	To be determined	To be determined	01 205 78421		01 113 78201	04 142 20051	01 113 / 625	01 113 78251	2 113 78251	3 113 78251	To be determined
	GFS	Roads	Roads	Planning & Development		Public Safety	:	Public Safety	Public Safety	Public Safety	Public Safety	Public Safety
	Department	and	Services Planning and Infrastructure Services	Planning and Infrastructure Services		Planning and Infrastructure Services		Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services	Planning and Infrastructure Services
	Annual Target 2014/15	To be determined	To be determined	Construction of Library Complete		Slandardised Hydrants in place for Koukamma, Camdeboo, Blue Crane Route, Ikwezi; Sundays River Valley; Baviaans.		Construction station Complete	75% of construction complete	To be determined	To be determined	To be determined
	Key Performance			Provision of a New Community Library in Alexandria		Restored and standardised Fire Hydrants in Koukamma, Camdeboo; Biue Crane Route, Sundays River Valley; Ikwezi; and Baviaans		Station upgrade completed	Construction of Koukamma Fire Station	Kouga Fire Station	Blue Crane Route Fire Station	Paterson Emergency Disaster Centre
	Pioject	Somerset East Roads and Slormwater	WP Roads and	Construction of a Community Library in Alexandria	D SOCIAL SERVICES			Construction of Ndlambe Integrated Emergency Response Centre	Koukamma Fire Station	Kouga Fire Station	Blue Crane Route Fire Station	Paterson Emergency Disaster Centre
	Strategy	55 00	<u> W </u>	Rural connectivity intrastructure particularly broadband and mobile phones access	DEVELOPMENT PRIORITY 4: COMMUNITY AND SOCIAL SERVICES	Provide fire fighting capacity	-	Provide resources				
	Objective	annum over 5 years		Improving connectivity infrastructure in all nine tocal municipalities	DEVF! OPMENT PRIO	To provide effective fire Provide fire fighting fighting to all LMs in the capacity district by 2017						



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE CACADU DISTRICT MUNICIPALITY AS REPRESENTED BY THE EXECUTIVE MAYOR

KHUNJUZWA KEKANA (HEREIN REFERED TO AS THE 'EMPLOYER')

AND

DAYALAN MURUVEN PILLAY
MUNICIPAL MANAGER
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

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3 COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2013 and will remain in force until 30th June 2014 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in Annexure A are set by the Employer in consultation with the Employee and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the Employer, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The **Employee**'s performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the **Employer**'s Integrated Development Plan.

CB AND ONLY

PERFORMANCE MANAGEMENT SYSTEM

- The Employee agrees to participate in the performance management system that 5.1 the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- The Employee accepts that the purpose of the performance management system 5.2 will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- The Employer will consult the Employee about the specific performance standards 5.3 that will be included in the performance management system as applicable to the Employee.
- The Employee undertakes to actively focus towards the promotion and 5.4 implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the Employee shall be assessed shall 5.5 consist of two components, both of which shall be contained in the Performance Agreement.
 - The Employee must be assessed against both components, with a weighting 5.5.1 of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - Each area of assessment will be weighted and will contribute a specific part 5.5.2 to the total score.
 - KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The Employee's assessment will be based on his / her performance in terms of the 5.6 outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	19,3%
Basic Service Delivery	10,9%
Local Economic Development (LED)	16%
Municipal Financial Vlability and Management	30,3%
Good Governance and Public Participation	23,5%
Total	100%

- In the case of managers directly accountable to the municipal manager, key 5.7 performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- The CCRs will make up the other 20% of the Employee's assessment score. CCRs 5.8 that are deemed to be most critical for the Employee's specific job should be selected ($\sqrt{}$) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers: D) Oup

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CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Strategic Capability and Leadership		
Programme and Project Management		
Financial Management	compulsory	25
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	compulsory	25
Client Orientation and Customer Focus	compulsory	25
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the	√	25
legislative an national policy frameworks	<u> </u>	
Knowledge of Performance Management and]
Reporting		
Knowledge of global and South African specific		
political, social and economic contexts		<u> </u>
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field		
/ discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector		
departments		
Exceptional and dynamic creativity to improve the		
functioning of the municipality		
Total percentage	<u>-</u>	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.
- 6.5 The annual performance appraisal will involve:

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6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	,

Level	Terminology	Description			atin	g	
			1	2	3	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.					
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.					

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Executive Mayor or Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor or Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September Before end October 2013
Second quarter : October – December Before end January 2014
Third quarter : January – March Before end April 2014
Fourth quarter : April – June Before end January 2015

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the Employee to solve problems and generate solutions to common problems that may impact on the performance of the Employee;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the **Employee** such resources as the **Employee** may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others –

10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

- 11.3 In the case of unacceptable performance, the Employer shall -
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by –

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- 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
- 12.1.2 any other person appointed by the MEC.
- 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at ... OUT COLABET It... on this the day of July 201

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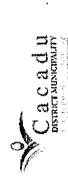
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EXECUTIVE MAYOR/ MAYOR

EMPLOYEE

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)





CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Ted Pillay

2013/2014

Municipal Manager

Municipal Managers Office

PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

		print and the second se		THE RESERVE THE PROPERTY OF TH			á	Targets	
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
KPA 1, BASIC SERVICE DELIVERY	CE DELIVERY	to the leader of the leader with the leader of the leader	Section of the sectio	The manner of polygonia de de la compact de	especial construction and the second	- 1	TOOLS DEDOCTOR CANADA DEDOCTOR	PARTY OF CORTO PEDONE	tion% implementation
General 1000 (ope capil	£	Ensure 100% implementation and spending of SDBIP projects in Infrastructure and Planning Services	100% Implementation	SDBIP quarter report and Annual Performance Report	7.7%	7.7% Ist Q SDBIP REPORT submitted to MAYCO and COUNCIL	Submitted to MAYCO and COUNCIL	submitted to MAYCO and COUNCIL	
Improving Rural c connectivity infrastr infrastructure in particu all nine local broadb municipalities mobile	Rural connectivity Infrastructure Particularly broadband and mobile phones	Implementation of the Provincial Libraries project	100% funds spent on viable improvements to libraries within the District and the promotion of reading	Report to Municipal Manager	2.39	2.3% 25% spent	50% spent	75% spent	
A 2 MUNICIPAL 1	INSTITUTIONAL	KPA 2 MINICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	TRANSFORMATION		a company or prompt only to a contract to the Alexander	The state of the s		on of Tandamonthian	Drotect Complete
To assist Impro Municipalities to gover achieve and syste sustain clean the d audits by 2014 LMs. and annually thereafter.	Improve corporate 1 governance 0 systems both in P the district and (LMs.	Improve corporate 100% Implementation governance of the Automated CDM systems both in PMS System in all LM's the district and (MMO00049) LMs.	Performance Management Support(PMS) Support to the 9 LM's in CDM with the implementation of the Automated CDM PMS System.	Report	2.3%	2,3% 50% Implementation of CDM Automated PMS System at LM's	70% Implementation of CDM Automated PMS System at LM's	of CDM Automated PMS System at LM's	TT Residence and a second seco
To Improve imp effectiveness in gov municipal financial syst management the	ove corporate mance ms both in listrict and	Implementation of Records Management System at CDM (MMC00091)	Fully effective Records Management System at CDM Implemented	Report	2.3%	2.3% Planning and Development of TOR's	Appointment of Service System implemented Provider	. System implemented	
LMS			The second secon		1.50	4 Full compliance ito EE	Fuil compliance ito EE	1	
General Co- reo sele	Co-ordinate recruitment and selection processes	Co-ordinate Oversee the recruitment and development, selection processes implementation and evaluation, monotoring of the CDM's EE plan and ensure compliance of the EE Act in the institution	100% implementation of CDM's equity plan as per the target for 12/13	COM EE Man	LCTT	Plan targets for 12/13	Pain targets for 12/13		
译	Training	Ensuring Implementation to CDM's workplace skills plan	100% implementation of employee worksplace skills plan in place	Employee worksplace skills plan	2.3	2.3% NA	Report against plan	NA	K300,000 spent and recorded as a figure and %
Re ad	Render administration support to training	To ensure training and development of staff takes place in the	90% T&D needs addressed	Record of training In accordance with the needs	œ	.8% Training needs identified at the previous performance	Training needs identified at the previous performance	Training needs identified at the previous performance	Iraining needs Identified at the previous performance

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PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

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Department 10% progress Report on 2.3% Branching and Report against plan Project ton rts on unit 2.3% 23% of unit sandards achieved Reports on unit 2.3% 23% of unit sandards achieved Reports on unit 2.3% 23% of unit sandards achieved Report plan Rep	9736783316***********************************	£	December 2013/2014	March 2013/2014	June 2013/2014
is in reporting against implementation of plans communication plan in reporting against implementation of plans communication plans achieved standards achieved standards achieved achieved achieved standards achieved ac	through reviews	review addressed	review addressed	review addressed	review addressed
Ne 100% compilare of Reports on unit standards schieved a	+	2.3% Branding and communication plan in place		Report against plan	Report against plan
fi a Project plan Project plan 3.8% NA NA Completed Comp	nce of	2.3% 25% of unit standards achieved	50% of unit standards achieved		100% of unit standards achieved
DBSA Grant Funds Report on the Spent mplementation of the spent mplementation mplementation and implementation and implementation and implementation and implementation and implementation and implementation Report and and implementation Report and Annual financial and inspected expenditure systematics budget Approved budget by Council minutes Standard Annual financial and Annual Annual financial and Annual Annual financial and Annual		3.8% NA	NA	Project plan submitted to Mayco	Project plan submitted to Council
DBSA Grant Funds Report on the spent implementation in the spent implementation in the spent of the spent funds Rebort to Mayoral statements of Board of Directors (Performance in plementation Report and implementation Report in the budget Approved budget by Council minutes (Performance in the budget Approved budget by Council minutes (Performance in the budget in the performance in the budget in the budge	T.AKAN	- which the contract material and contract contract to the contract of the con	Australia Control of the Control of	Onsterly Report	Ouaterly Report
Ity study Report to Mayoral 3.8% NA Investigations stabilished Committee compliment I compliment a of Directors Quarterly SDBIP 7.7% NA NA Report and Annual Performance Report and Annual Performance Report Sport and Annual Performance Report and Annual Performance Report and Annual Performance Report Spor	BOOK BOAT OF THE PARTY INCOMES A MINISTER OF THE PROPERTY OF T	5.1.70 Quetelly Republic	A DO TO THE PROPERTY OF THE PR		
entation Report and Annual Performance Report ad budget by Council minutes 5.4% NA Roll-over budgets 10% of actual Annual financial Satements Statements Statements Satements	g S	3.8% NA	Investigations undertaken	Business case complied Deasioning scuoy	Completed
entation Report and Annual Report ed budget by Council minutes 5.4% NA Roil-over budgets 10% of actual Annual financial Statements ed Cash Flow Financial Records 2.3% Quarterly Financial Quarterly Financial	ferstyw :	7 70, NA	NA	NA	100% implementation
ed budget by Council minutes 5.4% NA received received 1.0% of actual Annual financial 8% NA Projected expenditure statements statements 2.3% Quarterly Financial Quarterly Financial Quarterly Financial	na - na cris - a Ballifornia della contrabilità del se come della forma.	7.7.70 (VA	<u> </u>		
Annual approved budget by Council minutes 3.1 May Income and Expenditure Within 10% of actual Annual financial variance not to exceed expenditure 10% Control of Financial Balanced Cash Flow Financial Records 2.3% Quarterly Financial Quarterly Financial		E AOC. NIA	Roll-aver budgets	Draft budget approved	Budget approved by 31
Income and Expenditure Within 10% of actual Annual financial .8% NA Projected expenditure variance not to exceed expenditure statements 10% 2.3% Quarterly Financial Programment Financial		WINDOWS COMPANY OF THE PROPERT	received	1	3
ol of Financial Balanced Cash Flow Financial Records 2,3% Quarterly Financial Quarterly Financial	10% of actual Annual financial ture statements	.8% NA	Projected expenditure within 10%		Actual expenditure within 10%
110day: 110day:		2.3% Quarterly Financial Report	Quarterly Financial Report	Quarterly Financial Report	Quarteny rinancial Report
Timeously Delivery of financial Delivery of Proof of delivery 6.2% Financial Statements NA NA		6.2% Financial Statements	NA	NA N	NA AN

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PERFORMANCE PLAN: Ted Pillay (Municipal Manager)

		Key Performance			distance Chin		194		
Objective	Strategy	Indicator (Project)	Annual Target	Proof	Weighting S	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
	completion of Financial Statements ito of legislation	statements to OAG on or before 31 August	statements by 31 August annually		delivered	Standard states of the rd standard stand	and Green (1888) (1886)	empart (1980) (ASS (Medical Schools) Ref. (F) solved have?	70UU t
	100% of SDBIP (operational and capital projects) implemented.	o ion and SDBIP inance and arvices	100% Implementation	Quarterly SDBIP Report and Annual Performance Report	7.7% NA		AA	· · · · · · · · · · · · · · · · · · ·	e trapper observe all trapper observe a
	To ensure financial sustainability	To ensure financial Completion of a Annual sustainability Financial Sustainability Report	Delivery of an Annual Finandal Sustainability Report	Report to Council	1.5% NA		NA	Delivery of a quarterfy Financial Sustainability Report	NA Territoria
	Lobby for funding	4 Successful submissions to sector departments / possible funders		Reports/copies of submissions	3.8% 1 Successful submission 1 department	o sector s/funders	1 Successful submission to sector departments/funders	1 Successiul submission to sector departments/funders	submission to sector departments/funders
	AND THE AND THE AND	AND THE PROPERTY OF THE PARTY O	più es permet perferit errendes comments d'est permenting des relients.	er Verstein, de fan i de 'n 'n onderske tit de 'n 'n Sterferm feit man dekanderen.		consider to the management country of the street, which is being a	and the second of the contract of the second		The second secon
oone	Spatial Development Framework Compliance of 9	An approved SDF and IDP	op approved by 31 ay annually	Council minutes	4.6% Ana Com	4.6% Analysis phase commenced	Projects registered on the system	Draft IDP submitted to Council	Approved 1DP by Council
	To ensure that the 100% of CDM PMS is employees un implemented and PMS and review maintained in accordance with		100% of employees under PMS and reviewed	Plans availabe for inspection	1.5% 100 plan revi	1.5% 100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees with plans signed and reviewed	100% employees wirn plans signed and reviewed
	Legislation Exercise financial control over CDM	Receipt of a Clean Audit Clean Audit Report Report	Clean Audit Report	Clean Audit Report from AG	4.6% NA		Response provided ito Draft Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report	NA N
	Ensure that the Municipality complies with Legislation and itself	Ful compliance with OHASA	4 x checklists	4 x quarterly meetings	1.5% 1st and hek	checklist completed I quarterly meeting d	Znd checklist completed and quarterly meeting held	3rd checklist completed and quarterly meeting held	4th checklist completed and quarterly meeting held
	Ensure the ongoing partnership agreements with NAMM	Implementation of the Report to Control partnership agreement the success with other municipalities partnership agreements	Report to Council on the success of s partnership agreements	Partnership agreement in place and end- year report	1.5% NA		Report on progress wrt partnership	Report on progress wrt Report on progress wrt Annual report partnership	Annual report
	Communication	Ensure conformance to 100%	100%	Quarterly report	2.3% Rel	2.3% Report against plan	Report against plan	Report against plan	Report against pian

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Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
	and continuous improvement strategy	CDM's communication strategy plan	implementation of CDM's communication strategy plan	on Implementation	AND OF DESCRIPTION OF THE PROPERTY OF THE PROP). Minorise name with the Collection of the Special Collection (1974) and the Collection (1974)	(glassic) was forcelle and a glady (person and and west) the specific stand	dejana jem de serjes gej predet i Presidentifesad	en de deserve de deserve de deserve de deserve de deserve de de deserve de de
	A legally compliant municipality	A legally compliant Financial obligations 100%MFI municipality required by MFMA implement adhered to in accordan accordance with implement National Treasury MFMA priorities implementation priorities including implementation of all relevant legislation to	MA nted in ce with ntation	MFNA NT checklist completed	3.8%	3.8% Alignment to implementation priorities	Alignment to implementation priorities	Alignment to implementation priorities	MFMA Implemented in accordance with implementation priorities
		Local Government No Exceptions raised in Internal and External Audit Reports	100% compliance to Internal controls	Internal Audit reports and AG Reports	3.8% NA	6.NA	Response provided ito Draft Management letter	Receipt of a Clean Audit report and Inclusion of same in annual report	NA
	Risk Management	and the first	100% controls in place to manage risks	Internal Audit reports	3.19	3.1% 100% controls in place 100% controls in place 100% controls in place to counter risks to counter risks to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% controls in plac to counter risks
	Exercises budget control in order to prevent over/unauthorized	risks in the institution 100% compliance to SCM and Unauthorised, Irregular, Fruitess and Wasteful Expenditure	100% compliance	Internal and External Audit Reports	3.19	3.1% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy

)	CORE COMPETENCY	CY REQUIRE	MENTS (CCR's) : Ted F 2013/2014	REQUIREMENTS (CCR's): Ted Pillay (Municipal Manager)	jer) svenenemen vom papament i den en senement	CHARLES - MARKET RECEIPED TO MARKET EN DE DE CONTRACTOR COMPANY
of the long lights of the model for the first population of the processor of the foreign of the long of the first of the f	group the management of the state of the sta	TANKERA, A TELEVISIONER STANKE	Andrew Complements of the Complements		Lagrange Control of the Control of t	er de la commencia de la companya	With a man to the second management of a management of a contract of the second management of the second of the second management of the second of the secon
Core Competency Requirement	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
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Financial Management	Displays standard	Evidence of standard	25%	25% Evidence or acritevellielit./	ard	working towards the standard	recommended in the
	recommended in the	achieved as				recommended in the MSA	MSA competency
	MSA competency	documented III a		competency oxidelines	competency quidelines	competency guidelines	guidelines
	guidelines	written report	The second secon		Calmon of white	Evidence of arbievement /	Displays standard
People Management and	Displays standard	Evidence of standard	25%	25% Evidence of achievement/	working towards the standard	working towards the standard	recommended in the
Empowerment	recommended in the	achleved as		working towards the standard	recommended in the MSA	recommended in the MSA	MSA competency
	MSA competency	documented in a					
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Core Competency Requirement	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
en de Angelon de Contrato en esta de la Angelon de Contrato de Contrato de Contrato de Contrato de Contrato de	avidalinac	written report		competency guidelines	competency guidelines	competency guidelines	guidelines
Client orientation and Pispiays standard Customer Focus MSA competency guidelines Interpretation of and Dispiays standard Implementation within the recommended in legislative and national policy MSA competency	the the	Evidence of standard achieved as documented in a written report Evidence of standard achieved as documented in a		25% Evidence of achievement / working towards the standard recommended in the MSA competency guidelines 25% Evidence of achievement / working towards the standard recommended in the MSA competency onlidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines competency guidelines working towards the standard recommended in the MSA competency quidelines competency quidelines competency quidelines	Evidence of achievement / working towards the standard recommended in the MSA competency guidelines Evidence of achievement / working towards the standard recommended in the MSA competency guidelines	Displays standard recommended in the MSA competency guidelines Displays standard recommended in the MSA competency guidelines



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE CACADU DISTRICT MUNICIPALITY AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY (HEREIN REFERED TO AS THE 'EMPLOYER')

AND

BHEKUYISE MAKEDAMA
DIRECTOR: PLANNING AND INFRASTRUCTURE
SERVICES

(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014

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WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The **Employer** has entered into a contract of employment with the **Employee** in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The **Employer** and the **Employee** are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, refer to "subject to a separate performance agreement concluded annually", read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) of the Systems Act refer to "performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met"and 57(5) which states that "the performance objectives and targets referred to in subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the **Employee** will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

S COMMENCEMENT AND DURATION

- 3.1 This Agreement will commence on the 1st July 2013 and will remain in force until 30th June 2014 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.
- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must
- The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.

- 5.2 The Employee accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the Employer, management and municipal staff to perform to the standards required.
- 5.3 The **Employer** will consult the **Employee** about the specific performance standards that will be included in the performance management system as applicable to the **Employee**.
- 5.4 The **Employee** undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the **Employee** shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The **Employee** must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	9.8%
Basic Service Delivery	56.9%
Local Economic Development (LED)	4.9%
Municipal Financial Viability and Management	15.7%
Good Governance and Public Participation	12.7%
Total	100%_

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- 5.8 The CCRs will make up the other 20% of the **Employee**'s assessment score. CCRs that are deemed to be most critical for the **Employee**'s specific job should be selected (√) from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCF	R) FOR EMPLOY	'EES
CORE MANAGERIAL COMPETENCIES (CMC)	1	WEIGHT

CORE MANAGERIAL COMPETENCIES (CMC)	√	WEIGHT
Financial Management		
Change Management		
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	√	25
Client Orientation and Customer Focus	1	15
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the		
legislative an national policy frameworks		
Knowledge of Performance Management and Reporting		
Knowledge of global and South African specific		
political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field / discipline		
Skills in Mediation and Negotiation		
Skills in Governance		
Competence as required by other national line sector		
departments		
Display and guidance of Programme and Project and		35
Fund Management	·	
Application of Strategic Capability and Leadership	√	25
Exceptional and dynamic creativity to improve the functioning of the municipality		
Total percentage		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee's** performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.

6.5 The annual performance appraisal will involve:

6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5.2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the **Employee** will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	

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Level	Terminology	Description	Rating 1 2 3 4 5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	1 2 3 7 3
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

- For purposes of evaluating the annual performance of the municipal manager, an 6.7 evaluation panel constituted of the following persons must be established -
 - Executive Mayor; 6.7.1
 - Chairperson of the performance audit committee or the Chairperson or 6.7.2 designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - Member of the mayoral or executive committee or in respect of a plenary type 6.7.3 municipality, another member of council;
 - Mayor and/or municipal manager from another municipality; and 6.7.4
 - Member of a ward committee as nominated by the Executive Mayor. 6.7.5
- For purposes of evaluating the annual performance of managers directly accountable to 6.8 the municipal managers, an evaluation panel constituted of the following persons must be established -
 - Municipal Manager;
 - Chairperson of the performance audit committee or the Chairperson or 6.8.2 designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - Member of the mayoral or executive committee or in respect of a plenary type 6.8.3 municipality, another member of council; and
 - Municipal manager from another municipality. 6.8.4
- The manager responsible for human resources of the municipality must provide 6.9 secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

First quarter : July – September Before end October 2013
Second quarter : October – December Before end January 2014
Third quarter : January – March Before end April 2014
Fourth quarter : April – June Before end January 2015

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The Employer agrees to consult the Employee timeously where the exercising of the powers will have amongst others —
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 10.2 The Employer agrees to inform the Employee of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the Employee to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

- 11.3 In the case of unacceptable performance, the Employer shall -
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4) (e) of the Municipal Performance Regulations, 2006, which states that "for purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel must be constituted", within thirty (30) days of receipt of a formal dispute from the employee; whose decision shall be final and binding on both parties.
- 12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.

The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

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MUNICIPAL MANAGER



CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Bhekuyise Makedama

2013/2014

Director: Infrastructure and Planning

Planning and Infrastructure Services



PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

								l at year	entamental and the entart of a contribution of the
Objective	Strategy	Ney Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
KPA 1, BASIC SERVICE DELIVERY	CE DELIVERY		Color of the color	The section of the se	AND AND AND AND AND AND AND AND AND AND	MENT (A.P. 10) - ILLE DANNERSPORTER VIOLENTARION WEIGHT (A.P.)	 On the state of th	- W	A OOM A COMPANY
To support LMs in In ensuring that all se communities have a access to decent Lasanitation by 2017	Implementation of Upgrade and sanitation projects Increase the as mandated by Capacity of th Waste Water Treatment W for the comm of Nieu-Beths (R7, 848, 935 (IMPO045)	e orks unity ≫da 3)	Waste water treatment works extended	Report		3.9% Contractor appointed	Contractor on site	To rest file \$111-27 The physical Physical Commission of the Section State Section Section 1975	TOO SO COURSE OF THE COURSE OF
and the second s		Makana settlement areas (infill's) with reticulated sewer network (R2,500,00)	Sewer reticulation 75% Complete	Report	4.9%	4.9% Appointment of a contractor		50% Construction complete	75% Construction completed
		g of old stems in DMA	100% demolish of dry toilet system	Report	2%	2% 12 Zone meters installed	**************************************	**************************************	Y
To provide support I to LMs on planning vand implementation of bulk water supply projects, contributing to the reduction of the backlog to 5% by	Implementation of water projects as mandated by LMs	Installation of 24 Zone Meters in Jansenville (R400,000) (INF00019)	24 Zone Meters installed	Report	% 6. E.	3.9% 12 Zone meters installed	18 Zone meters in total installed	24 Zone meters installed - project complete	NA TOTAL CONTRACTOR CO
re that WSP functions been reviewed conduded by	WSA/WSP Review	Assessment of WSA function in all 9 LM's (R400,000) (INF00023)	WSA Assessment Report complete in 9 LM's	Report	3.9%	3.9% 25% progress	50%		Project Complete
omote ation between It planning and portation Ing to achieve Ing to human	Implementation of transportation projects		500m of Sidewalks and walkways constructed in Kareedouw in Koukamma	Report	3,9%	3.9% Contractor on site	50% complete	100% complete	
settlements		(INFOOCES) Develop an SDF (RS00,000) (INFO0027)	An SDF of Cacadu developed	Report	2%	2% 100 % Complete	N/A	NA	NA

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PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

-		The second secon		Water Water or the second seco		Target	Targets	gets	A CONTRACTOR OF THE CONTRACTOR
Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
		of raaff 9,206)	75% Construction of Bus-terminal Complete	Report	4.9%	4.9% Project advertised	Contractor on site	25% Complete	75% Complete
To provide roads infrastructure from basic service to a higher level in key strategic areas for at the contraction of the contr	Implementation of roads projects as mandated by LMs	have a man		Report	9,60		40% of construction completed	75% of construction completed	100% of construction completed
least to kins per annum over 5 years		Streets paved and storm water drainage complete in Somerset East (Phase 2) (R1SO,000)		Report	2%		Project complete	Y Y	S
		Rural Roads Asset Management System set up (1,902,000)	Visual Assessments and Inventory surveys complete	Report	2%	2% GIS base data 100% set up	50% Visual Assessments of roads complete	s Data and GIS Reconciliation and Refinement 100 % complete	Inventory surveys (bridges, culverts, 5/w, signage etc.) 100% complete
To provide support Implement on cleanliness of the the waste towns and townships management or mitgate health risks posed by each landfill site in all the 9 LMs by	To provide support Implementaion of on cleanliness of the the waste towns and townships management plan and to mitigate health risks posed by each landfill site in all the 9 LMs by		EIA applications submitted to DEDEA for Koukamma, and Ndiambe	Report	2.9%	2.9% Service Provider for basic assessment appointed	Basic assessment Report Full EIA process submitted commences	t Full ETA process commences	ELA Applications Submitted to DEDEA
2017 Improving connectivity infrastructure in all nine focal	Rural connectivity infrastructure particularly broadband and	Provision of a New Community Library In Riebeck East (R300,000)	Construction of Library Complete	Report	5%	2% 50% construction of library completed	100% construction of library completed	NA	K Z v. versambennas dales
municipalities	mobile priores	Provision of a New Community Library In Alexandria (R500,000)	Construction of Library Complete	Report	2.9%	2.9% Contractor appointed	25% construction of library completed	70% construction of library completed	100% construction of
To provide effective fire fighting to all LMs in the district by	Provide fire fighting capacity	Restored and standardised Fire Hydrants in Koukamma,	Standardised Hydrants in place for Kouga and Koukamma,	Report	2%	2% Service Provider appointed	25% completed	50% completed	100% completed
•		=PImalaGuerra Amateria di State de Stat	Include:	700		(CALVA)		A ME	£ \$ 2013/08/06

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PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

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Completed and Canactero and	Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
Provide resources Carliades actions Provide resources Carliades actions Provide resources Carliades actions Provide actions Provide resources Carliades actions Provide resources Carliades actions Provide actions Provide resources Carliades actions Provide actions Provided			Camdeboo and Kouga (R3,000,000)	Camdeboo	gan pad Adaptivi Santa and Santa and Santa and Santa and Santa and Santa and Santa and Santa and Santa and San	Backet and the second	T CHRISTING BUT CALL CLADAS BY S. A. S.A. L.V.V. do. No. 1. L. L.	The property of the control of the c	elemente de la comparta della com las combas es desar la combas estados en elementes en elementes en elementes	
Provide resources Stacilles station of the Fachtshament of Report 1979, Contractor appointing 25% of refundshment (2009) of refundshment (2007) (1007	, manana a pagaman na nagaman		Agreements entered into for LM's for the provision of Fire		Agreements	2%	pyter en en ger jan fan fan ûntsjek ekte steel	_{andrese} , by Age Annaldey, Inchesses - et- ju rille s	3 Agreements	Agreements
Construction of the Fire station Report 19th Contractor on site	, lu	Provide resources	Services Satellite station upgrade completed in Ndlambe (RZ,500,000)	Refurbishment of a satellite station Complete	Report	3.9%	The state of the s	25% of refurbishment completed	50% of refurbishment completed	100% of refurbishment completed
Training To result exhalted and development departments f the needs of the nee			(INFOODES) Construction of fire station in BCRM (R500,000) (INFOODS)	Fire station Constructed	Report	19%	Contractor on site	50% of construction completed	100% of construction completed	NA ASSET MARTINISTICISTICS
Training To secure training and development of a partition per concision of the factor	A 2. MUNICIPAL	INSTITUTIONAL	L DEVELOPMENT AN	ND TRANSFORM	VIION		The state of the s	Total Thought	Training people identified	Training needs identific
Compliance to To ensure 100% 100% Reports on unit and additional Treasury Compliance to Grandiance to Grandiance to Grandiance to Compliance to Compliance to Compliance to Compliance to Complete to Compliance to Compliance to Compliance to Compliance to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Treasury Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Treasury Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Complete to Treasury Complete to Complete to Complete to Complete to Treasure to Complete to Treasure to Complete to Complete to Complete to Complete to Complete to Treasure to Complete to Treasure to Complete to Treasure to Complete to Treasure to Complete to Treasure to Complete to Treasure to Complete to Treasure to T	General	Training	To ensure training and development takes place in accordance of the requiremnts of the	100% of the department's T&D needs identified through reviews cont to SDO.	Record of training in accordance with the needs of the department through reviews	7%	at the previous persions at the previous performance review and try information sent to SDO for further action	at the previous periodical at the previous performance review and trig information sent to SDO for further action	at the previous performance review and trg information sent to SDO for further action	at the previous performance review and trg information sent to SDO for further action
Ny Relocation CDM Revielopment of a Project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed project plan and completed plan project plan and completed plan project plan proj		Compliance to National Treasury Competency Requirements		ance of andards ed	Reports on unit standards achieved	19%	15% of unit standards achieved	30% of unit standards achieved	45% of unit standards achieved	50% of unit standards achieved
onts/copies of 4.9% I Successful submission 1 Successf	To establish an CDM institution to its area of jurisdiction by 2013	Relocation CDM offices to Kirkwood	Requirements Development of a project plan and submission to Council on the relocation to Kirkwood	Project plan completed	Project plan	6.9%	NA .	NA	Project plan submitted to Mayco	Project plan submitted to Council
onts/copies of 4.9% 1 Successful submissions to sector to sector departments/funders d	A 3, LOCAL ECO	YOMIC DEVELOP	PMENT (LED)			****		1 Conceptual culturistics	1 Sucreeeful submission	
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PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

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Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014		March 2013/2014	June 2013/2014
General	Exercise financial control over CDM	Department operating and capital expenditure within budget (excluding project	Within 10% of budget	Annual financial statements	2%	2% Within 10% of budget	Within 10% of budget	Within 10% of budget	WICHIN 10%s of Duaget.
	Ensure that capacity support to LMs is given priority	Jougety Implementation of the CDM Capacity building strategy - Infrastructure Confres	Evidence of other support to LM's	Plan and 3 reports	3,9%	Capacity building plan for Infrastructure Services Developed	Report to Capacity Building Manager	Report to Capadly Building Manager	Report to Capacity Building Manager
	Adherence to budgetary matters	Adherence to Project expenditure Between 90% budgetary matters to be between 90% and 100% and 100%	:	Annual financial statements	9.8% 5%	%5)	35%	70%	90 > 100%
KPA 5. GOOD GOV To ensure that the IDPs of the LMs are in place and are	FERNANCE AND PU Support LMs on the development of IDPs	KPA 5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION To ensure that the Support LMs on An approved IDP IDPs of the LMs are the development IDPs of the LMs are of IDPs and are of IDPs	ION IDP approved by Council minutes 31st May annually	Council minutes	5%	2% Analysis phase commenced		Draft IDP submitted to Council	Next and my bin with a result to the control of a
annually reviewed General	To ensure that the PMS is implemented and maintained in accordance with accordance with	To ensure that the 100% reviews done 100% of and performance indicators in maintained in addressed ito accordance with targets in performance Plans	100% of indicators achieved	Performance review reports for 4Q's	1%	1% 1.00% of performance plans signed off on the PMS System and 100% performance challenges addressed through 1Q reviews	100% 2Q reviews done and performance challenges addressed ito targets in Performance Plans		
	To ensure that the Department compiles with legislation	Completion of the OHASA quarterly safety checklist and Safety Sandards	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	19	1% ist checist completed and quarterly meeting held1	2nd checiist completed and quarterly meeting held	3rd checlist completed and quarterly meeting held	4th checlist completed and quarterly meeting held
	applicable to it. Risk Management	Ensure that Sufficient and effective controls are in place to managemen risks in	100% controls in Internal Audit place to manage reports risks	Internal Audit reports	19	1% 100% controls in place to counter risks	100% controls in place to counter risks	100% controls in place to counter risks	100% counter risks α counter risks
	Exercises budget control in order to prevent over/ unauthorized expenditure. This	0	o 100% compliance	Internal and External Audit Reports	3.99	3.9% 100% compliance to policy	100% compliance to policy	100% compliance to policy	100% compliance to policy
	A legally compliant No Exceptions municipality	nt No Exceptions raised in Internal	100% compliance to	Internal Audit reports and AG	26	2% NA	Response provided ito Draft Management letter	Response provided ito Receipt of a Clean Audit NA Draft Management letter report and inclusion of	K.
		No.			····) Pri No		D ME	

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PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

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Bhekuyise Makedama (Director: Infrastructure and Planning)		March 2013/201	March 2013/2014		Reports Resist local Disaster Plans to council Assist local Disaster Plans to council municipalities in be adported for resolutions of Municipalities in be adported for resolutions of Municipalities in be adported for resolutions of Municipalities and Plant documents of various advanced for resolutions of Municipalities and Plant documents of various advanced for resolutions of Municipalities and Plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and plant documents of various and var		structures of var	triulicipalines	
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	The state of the s	Proof		and External Audit internal controls Reports	And the Language of the State of the Control of the	council resolutions of Various local Municipalities			
PERFORMANCE PLAN		Annual Target	Annual Target		Charles and a second a second and				
PERFORM		Key Performance Indicator	Key Performance Indicator (Project)		Reports	Assist local	municipalities in	developing their disaster plans	
		Strategy			Figure 1 Provide 2nd 10 V		LMs on Disaster Management		
		Objective Strategy			A GARAGON THE LANGE TO A STATE OF THE STATE		To mitigate disaster Provide capacity to Assist local events in all LMs by LMs on Disaster developing their 2017 Management disaster plans		

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PERFORMANCE PLAN: Bhekuyise Makedama (Director: Infrastructure and Planning)

	CORE COMPETEN	CORE COMPETENCY REQUIREMENTS (CCR's): Bhekuyise Makedama (Director: Infrastructure and Planning)	(CCR's): Bh	lekuyise Makedama	a (Director: Infrastr	ucture and Plannin	(6 ı
					And the state of t	Targets	A MONTH STANSON TO THE STANSON
Core Competency Requirement	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
The state of the s		Andrew Community (No. 1) and community and community of the community of t		1、1979年17年,中国中国政治、1978年,中国政治社会中国政治、1978年,	The second the second s	The state of the s	The second of th
CCR 1. MANAGERIA Strategic Capability and Leadership	CCR. 1. MANAGERIAL. Strategic Capability Displays standard aligned to that Evidence of standard and Leadership recommended in the MSA achieved as documented in	Evidence of standard achieved as documented in	25%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	25% Evidence of achievement / Evidence of achievement / Displays stationary and any or a commended in the MSA working towards the competency guidelines standard standard standard
Programme and Project Management	competency guidelines a written report Programme and Displays standard aligned to that Evidence of standard Project Management recommended in the MSA achieved as documen	a witten report Evidence of standard achieved as documented in	35%	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	35% Evidence of achievement / Evidence of achievement / Displays standard alighed to that a standard alighed to that working towards the standard s
	competency guidelines	a written report	B. 141 Promphylation of Authority and Authority and a second		general (MANGOLORIC) commission of the Control of t		
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		a written report	10 L 1	The state of the s	Demonstrated evidence	Demonstrated evidence	Demonstrated evidence
Client orientation and	Client orientation and Demonstrated evidence Orienne Forus accordingly	Evidence of standard achieved as documented in	15%	15% Demonstrated evidence accordingly	accordingly	accordingly	accordingly
	1	a written report					





PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE CACADU DISTRICT MUNICIPALITY AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY (HEREIN REFERED TO AS THE 'EMPLOYER')

AND

PUMELELO KATE
DIRECTOR: ECONOMIC DEVELOPMENT
(HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014

So put 1/2

WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the Employee will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

This Agreement will commence on the 1st July 2013 and will remain in force until 30th June 2014 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

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- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
 - 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The **Employee** agrees to participate in the performance management system that the **Employer** adopts or introduces for the **Employer**, management and municipal staff of the **Employer**.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.

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- 5.3 The Employer will consult the Employee about the specific performance standards that will be included in the performance management system as applicable to the Employee.
- 5.4 The Employee undertakes to actively focus towards the promotion and implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- 5.5 The criteria upon which the performance of the Employee shall be assessed shall consist of two components, both of which shall be contained in the Performance Agreement.
 - 5.5.1 The Employee must be assessed against both components, with a weighting of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - 5.5.2 Each area of assessment will be weighted and will contribute a specific part to the total score.
 - 5.5.3 KPAs covering the main areas of work will account for 80% and CCRs will account for 20% of the final assessment.
- The Employee's assessment will be based on his / her performance in terms of the outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	3.64%
	0
Basic Service Delivery	52,74%
Local Economic Development (LED)	18.18
Municipal Financial Viability and Management	
Good Governance and Public Participation	25.46%
Total	100%

- 5.7 In the case of managers directly accountable to the municipal manager, key performance areas related to the functional area of the relevant manager must be subject to negotiation between the municipal manager and the relevant manager.
- The CCRs will make up the other 20% of the Employee's assessment score. CCRs that are deemed to be most critical for the Employee's specific job should be selected (√) from the list below as agreed to between the Employer and Employee. Three of the CCRs are compulsory for Municipal Managers:

CORE COMPETENCY REQUIREMENTS (CCR)	FOR EMPL	OYEES
CORE MANAGERIAL COMPETENCIES (CMC)	1	WEIGHT
Strategic Capability and Leadership	- √	25
Programme and Project Management	1	25
Financial Management	1	15
Change Management		0 00

A.

CORE COMPETENCY REQUIREMENTS (CCR) F	√	WEIGHT
Knowledge Management		
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment		5
Client Orientation and Customer Focus	√	10
Communication		
Honesty and Integrity		
CORE OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		- 5
Interpretation of and implementation within the legislative an national policy frameworks	√	
Knowledge of Performance Management and	- √	5
Reporting		
Knowledge of global and South African specific political, social and economic contexts	√	5
Competence in policy conceptualisation, analysis and implementation	√	5
Knowledge of more than one functional municipal field		
/ discipline		
Skills in Mediation		
Skills in Governance		
Competence as required by other national line sector		
departments		
Exceptional and dynamic creativity to improve the		
functioning of the municipality		
Total percentage		100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the Employer may in addition review the Employee's performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- Each KPA should be assessed according to the extent to which the (a) specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- An indicative rating on the five-point scale should be provided for each (b) KPA.
- The applicable assessment rating calculator (refer to paragraph 6.5.3 (c) below) must then be used to add the scores and calculate a final KPA

6.5.2 Assessment of the CCRs

- Each CCR should be assessed according to the extent to which the (a) specified standards have been met.
- An indicative rating on the five-point scale should be provided for each (b) CCR.
- This rating should be multiplied by the weighting given to each CCR (c) during the contracting process, to provide a score.
- The applicable assessment rating calculator (refer to paragraph 6.5.1) (d) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

The assessment of the performance of the Employee will be based on the 6.6 following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	

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Level	Terminology	Description			atin		
			1	2	3_	4	5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.					
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.			_		
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.		-			

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

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7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each Employee in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third quarter may be verbal if performance is satisfactory:

Before end October 2013 July - September First quarter Before end January 2014 October - December Second quarter Before end April 2014 January - March Third quarter Before end January 2015 April - June Fourth quarter

- 7.2 The Employer shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the Employer's assessment of the Employee's performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- The Employer shall -9.1
 - create an enabling environment to facilitate effective performance by the 9.1.1 employee;
 - provide access to skills development and capacity building opportunities; 9.1.2
 - work collaboratively with the Employee to solve problems and generate 9.1.3 solutions to common problems that may impact on the performance of the Employee;
 - on the request of the Employee delegate such powers reasonably required 9.1.4 by the Employee to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - make available to the Employee such resources as the Employee may 9.1.5 reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

The Employer agrees to consult the Employee timeously where the exercising of 10.1 the powers will have amongst others -

10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee's** performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

- 11.3 In the case of unacceptable performance, the Employer shall
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the Employer.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- 13.3 The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at OH Chigabeth on this the day of Juny 2013

AS WITNESSES:

AS WITNESSES:

De 10-

MUNICIPAL MANAGER

EMPLOY



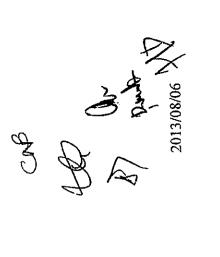
CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Pumelelo Kate

2013/2014

Director: Economic Development

Economic Development



PERFORMANCE PLAN: Pumelelo Kate (Director: Economic Development)

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	June 2013/2014	100% T&D in accordance to need of the department through performance reviews	100% of unit standards achieved	Implementation plan developed	Progress reports for projects funded is submitted to Council.	100% of REDI projects implemented	Functional Website in place	reasibility study complete	Design and construction Addo Route signs erected
	l argets March 2013/2014	o 100% T&D in accordance to need of the department through performance reviews	75% of unit standards achieved	Lobbying for funding o and Stakeholder engagement	Monitor Implementation Progress reports for and submit progress projects funded is report to Mayco submitted to Cound	70% of REDI projects implemented	Launch Website	SMME opportunities Identified	
	1 ar December 2013/2014	100% T&D in accordance to 100% T&D in need of the department accordance to through performance performance in performance in the department of the departmen	50% of unit standards achieved	Pre-establishment report Lobbying for fun completed and submitted to and Stakeholder Council engagement	PSC established for approved projects. SLAs signed with successful LMs on SMME programmes.	45% of REDI projects implemented	Trade and investment portal finalised	Waste streams identified and related volumes determined	3.6% Terms of reference and Approval of identified and
N : Pumelelo Kate (Director: Economic Development) 2013/2014	September 2013/2014	1.8% 100% T&D in accordance to need of the department through performance reviews	1.8% 25% of unit standards achieved	1.8% Project manager appointed	5.5% Invite new proposals from LMs. Review proposals and submit to Mayco for approval.	5.5% implemented	3.6% Develop content	3.5% Service provider appointed	5% Terms of reference and
ielelo Kate (D 2013/2014	Weighting	1,8	1.80	1.8		5.5	3.6	m	Ę,
E PLAN : Pum	Proof	Record of training in accordance with Performance reviews	Reports on unit standards achieved	Report	Report	Report	e Website	Report	Report
PERFORMANCE PLAI	Annual Target	AND TRANSFOR 100% T&D addressed according to the needs identified in the performance	reviews 100% compliance of unit standards achieved	To mobilise funding for the Pellet Factory	2 SMME programmes from LMs supported. 2 Cooperatives supported.	Projects implemented	Functional Website Websit in place	Feasibility study complete	1 tourism
	Key Performance Indicator (Project)	KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION General Training takes place 100% T&D Record on accordance with addressed training in accordance with addressed training in the needs identified according to the accordant the needs identified in Performance the performance reviews	reviews To ensure 100% Compliance to National Treasury Competency Requirements	LOPMENT (LED) Mobilise Funding Partners for the Implementation of the Pellet Factory (R100,000)	(DEV00076) 4 SMME and Cooperatives development programmes implemented (1,200,000)	(DEV00078) 3 REDI projects implemented Grain strategy, Project profiling, CSAP) (RS50,000)	(DEV00092) Trade and Investment Web- based system developed and	Create new Determine the generation green feasibility of an jobs rooted in integrated waste to renewable energy cluster (R600,000)	(Devenos) To support at least
	Strategy	PAL INSTITUTIO Training	Compliance to National Treasury Competency Requirements	KPA 3. LOCAL ECONOMIC DEVELOPMENT (LED) Broaden Facilitate Mobilise Funding economic community and Partners for the participation and worker Implementation of participation in the Pellet Factor increasing the share ownership (R100,000)	Promote social economy investments				Grow rural
	Objective	KPA 2. MUNICIF		KPA 3. LOCAL E Broaden economic participation and inclusion by increasing the	number and support to small enterprises by 10%.			Invest in natural capital to contribute to government's target of creating	20,000 'green'jobs by

http://cacadu/idpproject2012/PlanPrintPage.aspx?PlanId=1375

PERFORMANCE PLAN: Pumelelo Kate (Director: Economic Development)

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Objective	Strategy	Key Performance Indicator (Project)	Annual Target	Proof	Weighting		and the state of t	March 2013/2014	June 2013/2014
2020.	tourism economy 1 tourism infrastruc projects b signage fr Greater A Greater A Greater A Greater A	ture y installing or the ddo toute not)	infrastructure projects supported- Greater Addo Tourism Route	generaliseren (en establiserior en el elleriset en el elleriset en eller eller eller eller eller eller eller e		specifications completed and Service Provider appointed	confirmed sites by regulating bodies	of signs	
	ag por y ag ag paga paga pama a sa ka	review entation trategy))	Tourism marketing strategy reviewed and implemented	Report	3.6%	Review and implementation plan of the Tourism Marketing strategy completed.	Participation at the Getaway Placements in at least 2 show; Preparations and confirmation for the confirmation for the Campaign; Printing 7 campaign for Locals; Placements in at least 2 media channels, summer campaign	Placements in at least 2 Participate at 10ur/sm media channels, Winter Indaba, Winter Campaig Campaign; Printing 7 roll out, Placements in a wonders area brochures least 2 media channels; Support at least to 2 Festivals in the District	Participate at Tourism Indaba, Winker Campaign Indulty Placements in at least 2 media channels; Support at least to 2 Festivals in the District
	MVETTANON TILL TO THE CASE OF	To support at least 3 LTO (600,000) (DEV00058)	3 LTO's supported	Report	3.6%	3.6% Request for project proposals.	Proposals reviewed, evaluated and submitted to Mayoral Committee for approval	3 LTO projects funded, implemented and monitored	Funded Projects Implemented and funds spent according to project plan and Monitor
	kas soors s 'n	Install billboard in Makana and Baviaans (R400,000) (DEV00059)	Billboards installed Report	Report	3.6%	3.6% Terms of reference and specifications completed and service provider appointed	Basic Assessment and site identification conducted for erection of billboard and Site agreement signed with the land owner for installing Billboards	Site agreement signed All Billboards Inst with the land owner and Close-out report Site plans and designs submitted to MC completed	All Billboards installed and Close-out report submitted to MC
	www.companies.com	Funding Support to Umzi Wethu Wilderness Supported through Foundation Training transfer of funding Programme (Umzi for skills Wethu) for 6 district, development and participants capacity building (R500,000)	Umzi Wethu supported through transfer of funding for skills development and capacity building	Report	3.6%	6 participants from the District selected and training commenced		Haif year progress report submitted	Training programme completed and close-out report to MC
Developing skills and education base by increasing the number of seminumber of semi-skilled and skilled and skilled hav 10%	Is Develop skills transfer partnerships between ii- established and elemenging elemens farmers	(DEVOUGE) Mentorship programme institutionalized and evaluated in 7 LMs (2,150,000) (DEV00067)	12 Emerging farmers projects mentored in 7 LM and experiences documented	Report	5.59	5.5% 5 pilot projects and 7 roll-out projects are implemented and monitored	Znd 1.2 month cycle for 2 roll-out projects evaluated	2nd 12 month cycle for 2 roll-out projects evaluated	5 pilot projects concluded and evaluated. 7 roli-out projects implemented and TOR's for 5 additional roli- out projects prepared.
General	Labby for funding	4 Successful submissions to sector departments /	Increased funding or investment as result of submissions and	Reports/copies of submissions	9.19	9.1% 1 Successful Submission to sector departments/funders	1 Successful submission to 1 Success sector departments/funders to sector departments/funders departments	L Successiul submission to sector departments/funders	1 Successius submission 1 Successius submissions to sector departments/funders departments/funders

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PERFORMANCE PLAN: Pumelelo Kate (Director: Economic Development)

Control of Control o			edical entropy and analysis ana				TOTAL TOTAL CONTRACTOR OF THE PROPERTY OF THE	Targets	Ą	A refer to many describe remain a reference from the construction of the second second second second
Projected expenditure to prostite funders for programment and reports framework to project header to project statements and reports framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of the size framework to project statements of partnership out of partnership out of partnership of partnership out of partners	bjective	Strategy	Key Performance Indicator	Annual Target	Proof	Weighting	September 2013/2014		March 2013/2014	June 2013/2014
PARAMAGEMENT PARAMAGEMENT PAGEMENT PROPRIED PROPRESED Projected expenditure Pages of project Page and reports 5.5% Draft capacity building Report tabled and Page and reports 5.5% Draft capacity building Report tabled and Page and reports 5.5% Draft capacity building Report tabled and Page and reports 2.5% Draft capacity building Report tabled and Page and reports 2.5% Draft capacity building Report tabled and Page and receipted Pa		and a sometime of Mrs. And	funders for c ment	presentations			Total of Shammark Control	A CASA AND AND AND AND AND AND AND AND AND AN	en appelle vision et la principal de constant de la principal	يتحالب ميكانية ما مداولة إلى الموافقة والموافقة والموافقة والموافقة والموافقة الموافقة الموافقة الموافقة الموافقة
Council over COM project budget to the limited of the last 90% of 10 90% of project budget budget to the last 90% of 10 90% of project budge	AND COLUMN TO AN ADVENTAGE OF THE PARTY OF T	V JATOMANNA TANANA	HABILITY AND MAN	VAGEMENT		A STATE OF THE STA	And the second s		MA	90% of project budget
Complete And Public ParkTICE PARTICE	4. MUNIC	Exercise financial control over CDM	At least 90% of project budget	t	nnual financial tatements	18.2%			e company i de l'anguage de l'est est est est est est est est est est	implemented
Complete to the Control of the Con	was taken of the distance of the	A STATE OF THE AND	PINELLE PARTICIP	ATION	Secured V. V. Seller in a sellential very sell	ari washing sangur Ayan Araba a sangur Ana	i		Report to Capacity	Evidence of assistance to
Development Implementation of 2 Implementation of Reports 1 Implementation of 2 oject asising out project asising out project asising out project asising out project asising out project asising out project asising out project asising out project asising out arterity and minutes of minutes of and quarterity meeting and minutes of and minutes of and quarterity meeting and minutes of and quarterity meeting and minutes of and minutes of and minutes of and minutes of and minutes of and minutes of and quarterity meeting and minutes of an internal and int	al al	Ensure that capacity support to LMs is given	Implementation of the CDM Capacity building strategy -	e of ce to 9	Yan and reports	5.5%			Building Manager	s,w1 6
implementation of 2 OHASA quarterly meeting and quarterly meeting and quarterly meeting quarterly meeting and quarterly meeting and quarterly meeting and quarterly meeting quarterly meeting and quarterly meeting and quarterly meeting safety checklists and quarterly meeting and quarterly meeting from the dry counter of th		priority	Development		A STREET, STRE	Shakes on the little of the contract of the co	Ourselly Danet	The same of the sa	Quarterly Report	Quarterly Report on
municipalities Completion of the Chacklists and A x checklists and minutes of and and minutes of an and and and minutes of an and and and minutes of an and and and and and and and and and		usella s Mahasel d'an le Ve es en e	Implementation of 2 projects from partnership with other city	/ ·	Reports	3.0%	Verbour and Market and			Implementation of project arising out of partnership arising out of partnership
Completion of the 4 x checklists and 4 x checklists and auartenty meeting safety checklists and auartenty meetings and minutes of an annual report and indusion of minutes of an annual report and indusion of minutes of an annual report and indusion of minutes of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report and indusion of an annual report			municipalities			1 86%	1st checlist completed	Znd checiist completed and	3rd checlist completed	Authorize Compression
adhered to Ensure that 100% controls in Internal Audit sufficient and place to manage reports Sufficient and place to manage resorts are in place to manage risks in the manage risks in the institution let 100% compliance to 100% compliance t		To ensure that the Department complies with leadslation	Completion of the OHASA quarterly safety checklist and Safety Standards	4 x checklists and 4 quarterly meetings	4 x checklists and minutes of meetings	X0.T	and quarterly meeting	quartenly meeting held	and quarterly meeting held	
Ensure that 100% controls in Internal Audit sufficient and place to manage reports risks on the institution are in place to manage risks in the institution let 100% compliance to 100%		applicable to it	adhered to			709 17	100% controls in place	100% controls in place to	100% controls in place	
Internal and 7.3% 100% compliance to 100% compliance to policy policy Reports Internal Audit Internal Audit Internal Audit Response provided ito Draft report and inclusion of same in annual report		Risk Management	Ensure that sufficient and effective controls are in place to manage risks in the	100% controls in place to manage risks	Internal Audit		to counter risks	counter risks	to counter risks	
External Audit Reports Internal Audit Internal Audit Seports and AG Response provided ito Draft Receipt of a Clean Audit Management letter same in annual report		and the state of t	institution		Totons and	7.39	% 100% compliance to	100% compliance to policy	100% compliance to	100% compliance to
Expenditure Policy No Exceptions 100% compliance Internal Audit 3.6% NA raised in Internal to internal controls reports and AG and External Audit		Exercises budge control in order to prevent over/ unauthorized expenditure.	100% compliance to SCM and Unauthorised, Irregular, Fruitless and Wasteful		Internal Audit External Audit Reports		policy		policy	
No Exceptions 10070 Compilations reports and AG raised in Internal controls reports and External Audit Reports		This includes	Expenditure Policy	* 000 June	Internal Audit	3.6	% NA	Response provided ito Draf	t Receipt of a Clean Aud	II NA
		A legally compliant municipality	No Exceptions raised in Internal and External Audit Reports	to internal controls	reports and AG Reports			Management letter	same in annual report	

http://cacadu/idpproject2012/PlanPrintPage.aspx?PlanId=1375

	CORE COMPETENCY REQUIREMENTS (CCRS), Full foliation was Considered and 2013/2014	REQUIREMENTS	2013/2014	114 14		Targets	paradical careful and careful
Core Competency	Annual Target	Proof	Weighting	September	December	March 2013/2014	June 2013/2014
Requirement		the second secon		2013/2014	TTOS /CTOS	and the second continues and the second continues are second continues as the second continues are second continues are second continues as the second continues are second continues are second continues are second continues are second continues a	Segue (Section 1987) is a section of the section of
CCD 1 MANAGERIAL	200 AV	A PARTY - LEADER CONTROL PRESENTATION OF THE PROPERTY OF THE PROPERTY OF THE PARTY	The state of the s	processing south section of the sect	Demonstrated evidence	in personal representation of the contracted evidence Demonstrated evidence	Semonstrated evidence
Leadership		Evidence of standard achieved as documented	w ₅ 57	25% Demonstrated evidence accordingly	accordingly	accordingly	accordingly
		in a written report	SOL C		Demonstrated evidence	Demonstrated evidence Demonstrated evidence	Demonstrated evidence
Programme and Project	Demonstrated evidence accordingly	Evidence of standard achieved as documented	72%	25% Demoistrated evidence accordingly		accordingly	accordingly
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ALCOHOL: A CAMPAGNA AND A CAMPAGNA A	The state of the s	A set generally reduced by the second by the	MANAGEMENT AND A SECURITY AND A SECURITY OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY AND ASSESSMENT OF SECURITY ASSESSME	Demonstrated evidence Demonstrated evidence Demonstrated evidence	Demonstrated oxidation	Demonstrated evidence	Demonstrated evidence
CCR 2, OCCUPALIONAL Financial Management	Demonstrated evidence	Evidence of standard achieved as documented	15%	Demonstrated evidence accordingly	accordingly	accordingly	accordingly
		in a written report	No. of American Company of the Compa	The property of the first of th	allow - confined to the control of t	Demonstrated evidence Demonstrated evidence	Demonstrated evidence
Client orientation and Customer	Demonstrated evidence	Evidence of standard achieved as documented	10%	10% Demonstrated evidence Demonstrated evidence accordingly	Demonstrated evidence accordingly	accordingly	accordingly
Focus	מרכיו הוא	in a written report		100 marks 100 ma	omontestad avidance	Demonstrated evidence Demonstrated evidence	Demonstrated evidence
Competence in policy	Demonstrated evidence	Evidence of standard achieved as documented	2%	5% Demonstrated evidence accordingly	accordingly	accordingly	accordingly
(conceptualisation, dilatysis and limplementation		in a written report	700+	100k Endenne of	Evidence of	Evidence of	Displays standard aligned to
People Management and	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented	Evidence of standard achieved as documented	ZOT	achievement / working	achievement / working towards the standard	achievement / working towards the standard	that recommended in the Mark competency guidelines
Empowerment	competency guidelines	in a written report	100	10% Demonstrated evidence	Demonstrated evidence		Demonstrated evidence
Interpretation of and	Demonstrated evidence accordingly	Evidence of standard achieved as documented		accordingly	accordingly	accordingly	accorungiy
legislative and national policy		in a written report	- The second second	**************	I services		
frameworks							



http://cacadu/idpproject2012/PlanPrintPage.aspx?PlanId=1375



PERFORMANCE AGREEMENT

MADE AND ENTERED INTO BY AND BETWEEN:



THE CACADU DISTRICT MUNICIPALITY AS REPRESENTED BY THE MUNICIPAL MANAGER

DAYALAN MURUVEN PILLAY (HEREIN REFERED TO AS THE 'EMPLOYER')

AND

DANIEL JOHANNES DE LANGE DIRECTOR: FINANCE AND CORPORATE SERVICES (HEREIN REFERED TO AS THE 'EMPLOYEE')

FOR THE FINANCIAL YEAR: 1 JULY 2013 - 30 JUNE 2014



WHEREBY IT IS AGREED AS FOLLOWS:

1. INTRODUCTION

- 1.1 The Employer has entered into a contract of employment with the Employee in terms of section 57(1)(a) of the Local Government: Municipal Systems Act 32 of 2000 ("the Systems Act"). The Employer and the Employee are hereinafter referred to as "the Parties".
- 1.2 Section 57(1)(b) of the Systems Act, read with the Contract of Employment concluded between the parties, requires the parties to conclude an annual performance agreement.
- 1.3 The parties wish to ensure that they are clear about the goals to be achieved, and secure the commitment of the **Employee** to a set of outcomes that will secure local government policy goals.
- 1.4 The parties wish to ensure that there is compliance with Sections 57(4A), 57(4B) and 57(5) of the Systems Act.
- 1.5 That the in terms of the MFMA Regulations and Government Gazette Vol. 504, No. 29967 dated 15 June 2007, the Employee will obtain the minimum competency requirements to execute his/her function is achieved by 2014.

2. PURPOSE OF THIS AGREEMENT

The purpose of this Agreement is to -

- 2.1 comply with the provisions of Section 57(1)(b),(4A),(4B) and (5) of the Act as well as the employment contract entered into between the parties;
- 2.2 specify objectives and targets defined and agreed with the employee and to communicate to the employee the employer's expectations of the employee's performance and accountabilities in alignment with the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the municipality;
- 2.3 specify accountabilities as set out in a performance plan, which forms an annexure to the performance agreement;
- 2.4 monitor and measure performance against set targeted outputs;
- 2.5 use the performance agreement as the basis for assessing whether the employee has met the performance expectations applicable to his or her job;
- 2.6 in the event of outstanding performance, to appropriately reward the employee; and
- 2.7 give effect to the employer's commitment to a performance-orientated relationship with its employee in attaining equitable and improved service delivery.

3 COMMENCEMENT AND DURATION

3.1 This Agreement will commence on the 1st July 2013 and will remain in force until 30th June 2014 thereafter a new Performance Agreement, Performance Plan and Personal Development Plan shall be concluded between the parties for the next financial year or any portion thereof.

- 3.2 The parties will review the provisions of this Agreement during June each year. The parties will conclude a new Performance Agreement and Performance Plan that replaces this Agreement at least once a year by not later than the beginning of each successive financial year.
- 3.3 This Agreement will terminate on the termination of the **Employee**'s contract of employment for any reason.
- 3.4 The content of this Agreement may be revised at any time during the abovementioned period to determine the applicability of the matters agreed upon.
- 3.5 If at any time during the validity of this Agreement the work environment alters (whether as a result of government or council decisions or otherwise) to the extent that the contents of this Agreement are no longer appropriate, the contents shall immediately be revised.

4 PERFORMANCE OBJECTIVES

- 4.1 The Performance Plan (Annexure A) sets out-
 - 4.1.1 the performance objectives and targets that must be met by the **Employee**; and
 - 4.1.2 the time frames within which those performance objectives and targets must be met.
- 4.2 The performance objectives and targets reflected in Annexure A are set by the **Employer** in consultation with the **Employee** and based on the Integrated Development Plan, Service Delivery and Budget Implementation Plan (SDBIP) and the Budget of the **Employer**, and shall include key objectives; key performance indicators; target dates and weightings.
 - 4.2.1 The key objectives describe the main tasks that need to be done.
 - 4.2.2 The key performance indicators and means of verification provide the details of the evidence that must be provided to show that a key objective has been achieved.
 - 4.2.3 The target dates describe the timeframe in which the work must be achieved.
 - 4.2.4 The weightings show the relative importance of the key objectives to each other.
- 4.3 The Employee's performance will, in addition, be measured in terms of contributions to the goals and strategies set out in the Employer's Integrated Development Plan.

5 PERFORMANCE MANAGEMENT SYSTEM

- 5.1 The Employee agrees to participate in the performance management system that the Employer adopts or introduces for the Employer, management and municipal staff of the Employer.
- 5.2 The **Employee** accepts that the purpose of the performance management system will be to provide a comprehensive system with specific performance standards to assist the **Employer**, management and municipal staff to perform to the standards required.



- The Employer will consult the Employee about the specific performance standards 5.3 that will be included in the performance management system as applicable to the Employee.
- The Employee undertakes to actively focus towards the promotion and 5.4 implementation of the KPAs (including special projects relevant to the employee's responsibilities) within the local government framework.
- The criteria upon which the performance of the Employee shall be assessed shall 5.5 consist of two components, both of which shall be contained in the Performance Agreement.
 - The Employee must be assessed against both components, with a weighting 5.5.1 of 80:20 allocated to the Key Performance Areas (KPAs) and the Core Competency Requirements (CCRs) respectively.
 - Each area of assessment will be weighted and will contribute a specific part 5.5.2 to the total score.
 - KPAs covering the main areas of work will account for 80% and CCRs will 5.5.3 account for 20% of the final assessment.
- The Employee's assessment will be based on his / her performance in terms of the 5.6 outputs / outcomes (performance indicators) identified as per attached Performance Plan (Annexure A), which are linked to the KPA's, and will constitute 80% of the overall assessment result as per the weightings agreed to between the Employer and Employee:

Key Performance Areas (KPA's)	Weighting
Municipal Institutional Development and Transformation	19.8%
Basic Service Delivery	1.2%
Local Economic Development (LED)	0%
Municipal Financial Viability and Management	50%
Good Governance and Public Participation	29.1
Total	100%

- In the case of managers directly accountable to the municipal manager, key 5.7 performance areas related to the functional area of the relevant manager, must be subject to negotiation between the municipal manager and the relevant manager.
- The CCRs will make up the other 20% of the Employee's assessment score. CCRs 5.8 that are deemed to be most critical for the Employee's specific job should be selected $(\sqrt{})$ from the list below as agreed to between the **Employer** and **Employee**. Three of the CCRs are compulsory for Municipal Managers:

CORE MANAGERIAL COMPETENCIES (CMC)	√	OYEES WEIGHT
Strategic Capability and Leadership	- √	25
Programme and Project Management		
Financial Management	√	25
Change Management		
Knowledge Management		

CORE MANAGERIAL COMPETENCIES (CMC)	1	WEIGHT
Service Delivery Innovation		
Problem Solving and Analysis		
People Management and Empowerment	-√	25
Client Orientation and Customer Focus		
Communication		
Honesty and Integrity		
CORÉ OCCUPATIONAL COMPETENCIES (COC)		
Competence in Self Management		
Interpretation of and implementation within the	√	25
legislative an national policy frameworks		_
Knowledge of Performance Management and		
Reporting		
Knowledge of global and South African specific		
political, social and economic contexts		
Competence in policy conceptualisation, analysis and implementation		
Knowledge of more than one functional municipal field		
/ discipline		
Skills in Mediation		
Skills in Governance		
Skills in Mentorship		
Competence as required by other national line sector		
departments		
Exceptional and dynamic creativity to improve the		
functioning of the municipality		
Total percentage	-	100%

6. EVALUATING PERFORMANCE

- 6.1 The Performance Plan (Annexure A) to this Agreement sets out -
 - 6.1.1 the standards and procedures for evaluating the Employee's performance; and
 - 6.1.2 the intervals for the evaluation of the Employee's performance.
- 6.2 Despite the establishment of agreed intervals for evaluation, the **Employer** may in addition review the **Employee**'s performance at any stage while the contract of employment remains in force.
- 6.3 Personal growth and development needs identified during any performance review discussion must be documented in a Personal Development Plan as well as the actions agreed to and implementation must take place within set time frames.
- 6.4 The **Employee**'s performance will be measured in terms of contributions to the goals and strategies set out in the **Employer**'s IDP.
- 6.5 The annual performance appraisal will involve:
 - 6.5.1 Assessment of the achievement of results as outlined in the performance plan:

- (a) Each KPA should be assessed according to the extent to which the specified standards or performance indicators have been met and with due regard to ad hoc tasks that had to be performed under the KPA.
- (b) An indicative rating on the five-point scale should be provided for each KPA.
- (c) The applicable assessment rating calculator (refer to paragraph 6.5.3 below) must then be used to add the scores and calculate a final KPA score.

6.5,2 Assessment of the CCRs

- (a) Each CCR should be assessed according to the extent to which the specified standards have been met.
- (b) An indicative rating on the five-point scale should be provided for each CCR.
- (c) This rating should be multiplied by the weighting given to each CCR during the contracting process, to provide a score.
- (d) The applicable assessment rating calculator (refer to paragraph 6.5.1) must then be used to add the scores and calculate a final CCR score.

6.5.3 Overall rating

An overall rating is calculated by using the applicable assessment-rating calculator. Such overall rating represents the outcome of the performance appraisal.

6.6 The assessment of the performance of the Employee will be based on the following rating scale for KPA's and CCRs:

Level	Terminology	Description	Rating 1 2 3 4 5
5	Outstanding performance	Performance far exceeds the standard expected of an employee at this level. The appraisal indicates that the Employee has achieved above fully effective results against all performance criteria and indicators as specified in the PA and Performance plan and maintained this in all areas of responsibility throughout the year.	
4	Performance significantly above expectations	Performance is significantly higher than the standard expected in the job. The appraisal indicates that the Employee has achieved above fully effective results against more than half of the performance criteria and indicators and fully achieved all others throughout the year.	

Level	Terminology	Description	Rating 1 2 3 4 5
3	Fully effective	Performance fully meets the standards expected in all areas of the job. The appraisal indicates that the Employee has fully achieved effective results against all significant performance criteria and indicators as specified in the PA and Performance Plan.	
2	Not fully effective	Performance is below the standard required for the job in key areas. Performance meets some of the standards expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against more than half the key performance criteria and indicators as specified in the PA and Performance Plan.	
1	Unacceptable performance	Performance does not meet the standard expected for the job. The review/assessment indicates that the employee has achieved below fully effective results against almost all of the performance criteria and indicators as specified in the PA and Performance Plan. The employee has failed to demonstrate the commitment or ability to bring performance up to the level expected in the job despite management efforts to encourage improvement.	

- 6.7 For purposes of evaluating the annual performance of the municipal manager, an evaluation panel constituted of the following persons must be established -
 - 6.7.1 Executive Mayor;
 - 6.7.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.7.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council;
 - 6.7.4 Mayor and/or municipal manager from another municipality; and
 - 6.7.5 Member of a ward committee as nominated by the Executive Mayor.
- 6.8 For purposes of evaluating the annual performance of managers directly accountable to the municipal managers, an evaluation panel constituted of the following persons must be established -
 - 6.8.1 Municipal Manager;
 - 6.8.2 Chairperson of the performance audit committee or the Chairperson or designated performance management specialist of the audit committee in the absence of a performance audit committee;
 - 6.8.3 Member of the mayoral or executive committee or in respect of a plenary type municipality, another member of council; and
 - 6.8.4 Municipal manager from another municipality.
- 6.9 The manager responsible for human resources of the municipality must provide secretariat services to the evaluation panels referred to in sub-regulations (6.7) and (6.8).

RAD A

7. SCHEDULE FOR PERFORMANCE REVIEWS

7.1 The performance of each **Employee** in relation to his / her performance agreement shall be reviewed on the following dates with the understanding that reviews in the first and third guarter may be verbal if performance is satisfactory:

First quarter : July – September Before end October 2013
Second quarter : October – December Before end January 2014
Third quarter : January – March Before end April 2014
Fourth quarter : April – June Before end January 2015

- 7.2 The **Employer** shall keep a record of the mid-year review and annual assessment meetings.
- 7.3 Performance feedback shall be based on the **Employer**'s assessment of the **Employee**'s performance.
- 7.4 The Employer will be entitled to review and make reasonable changes to the provisions of Annexure "A" from time to time for operational reasons. The Employee will be fully consulted before any such change is made.
- 7.5 The Employer may amend the provisions of Annexure A whenever the performance management system is adopted, implemented and / or amended as the case may be. In that case the Employee will be fully consulted before any such change is made.

8. DEVELOPMENTAL REQUIREMENTS

The Personal Development Plan (PDP) for addressing developmental gaps is attached as Annexure B.

9. OBLIGATIONS OF THE EMPLOYER

- 9.1 The Employer shall -
 - 9.1.1 create an enabling environment to facilitate effective performance by the employee;
 - 9.1.2 provide access to skills development and capacity building opportunities;
 - 9.1.3 work collaboratively with the **Employee** to solve problems and generate solutions to common problems that may impact on the performance of the **Employee**;
 - 9.1.4 on the request of the **Employee** delegate such powers reasonably required by the **Employee** to enable him / her to meet the performance objectives and targets established in terms of this Agreement; and
 - 9.1.5 make available to the Employee such resources as the Employee may reasonably require from time to time to assist him / her to meet the performance objectives and targets established in terms of this Agreement.

10. CONSULTATION

- 10.1 The **Employer** agrees to consult the **Employee** timeously where the exercising of the powers will have amongst others
 - 10.1.1 a direct effect on the performance of any of the Employee's functions;

- 10.1.2 commit the **Employee** to implement or to give effect to a decision made by the **Employer**; and
- 10.1.3 a substantial financial effect on the Employer.
- 10.2 The **Employer** agrees to inform the **Employee** of the outcome of any decisions taken pursuant to the exercise of powers contemplated in 10.1 as soon as is practicable to enable the **Employee** to take any necessary action without delay.

11. MANAGEMENT OF EVALUATION OUTCOMES

- 11.1 The evaluation of the **Employee**'s performance will form the basis for rewarding outstanding performance or correcting unacceptable performance.
- 11.2 A performance bonus of between 5% to 14% of the all-inclusive annual remuneration package may be paid to the **Employee** in recognition of outstanding performance to be constituted as follows:
 - 11.2.1 a score of 130% to 149% is awarded a performance bonus ranging from 5% to 9%; and
 - 11.2.2 a score of 150% and above is awarded a performance bonus ranging from 10% to 14%.

SCORE	BONUS %
130 - 133	5
134 - 137	6
138 - 141	7
142 - 145	8
146 - 149	9
150 - 153	10
154 - 157	11
158 - 161	12
162 - 165	13
166 - 167	14

11.2.3 A pro rata bonus will be payable to the Employee based on the amount of full months employed, in the event that the evaluation period is not for a full financial year subject to the following: -.

That the evaluation period be no less than 6 months

That the employee be employed on the last day of the financial year and undergo a review during the agreed review period.

- 11.3 In the case of unacceptable performance, the Employer shall -
 - 11.3.1 provide systematic remedial or developmental support to assist the **Employee** to improve his or her performance; and
 - 11.3.2 after appropriate performance counselling and having provided the necessary guidance and/ or support as well as reasonable time for improvement in performance, the Employer may consider steps to terminate the contract of employment of the Employee on grounds of unfitness or incapacity to carry out his or her duties.

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12. DISPUTE RESOLUTION

- 12.1 Any disputes about the nature of the **Employee**'s performance agreement, whether it relates to key responsibilities, priorities, methods of assessment and/ or any other matter provided for, shall be mediated by
 - 12.1.1 the MEC for local government in the province within thirty (30) days of receipt of a formal dispute from the **Employee**; or
 - 12.1.2 any other person appointed by the MEC.
 - 12.1.3 In the case of managers directly accountable to the municipal manager, a member of the municipal council, provided that such member was not part of the evaluation panel provided for in sub-regulation 27(4)(e) of the Municipal Performance Regulations, 2006, within thirty (30) days of receipt of a formal dispute from the employee;

whose decision shall be final and binding on both parties.

12.2 In the event that the mediation process contemplated above fails, clause 20 of the Contract of Employment shall apply.

13. GENERAL

- 13.1 The contents of this agreement and the outcome of any review conducted in terms of Annexure A may be made available to the public by the **Employer**.
- Nothing in this agreement diminishes the obligations, duties or accountabilities of the **Employee** in terms of his/ her contract of employment, or the effects of existing or new regulations, circulars, policies, directives or other instruments.
- The performance assessment results of the municipal manager must be submitted to the MEC responsible for local government in the relevant province as well as the national minister responsible for local government, within fourteen (14) days after the conclusion of the assessment.

Thus done and signed at 10 M CLI 243 CH on this the day of way 2013

AS WITNESSES:

AS WITNESSES:

MUNICIPAL MANAGER



CACADU DISTRICT MUNICIPALITY

PERFORMANCE PLAN: Danie de Lange

2013/2014

Director: Finance and Corporate Services

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Finance and Corporate Services

		PER	PERFORMANCE PLAN: Danie de Lange (Director: milance and Corporate Scrives)	N : Danie de Lo	2013/2014				
		Var Borformanance					Targ	Targets	
Objective	Strategy	ney renormance Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
BASIC	KPA 1. BASIC SERVICE DELIVERY			:			2 charlist	3 checklist	4 checklist
	Ensure that the Municipality complies with Legislation applicable to it	Completion of the OHASA quarterly safety checklist	4 x checklists	4 × checklists	1.2%	1.2% 1 checklist			
MUNI	CIPAL INSTITUT	TONAL DEVELOPME	KPA 2. MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	IATION	A per describe description of the second second	-	en en en en en en en en en en en en en e	-	1000/ conniumated
Total Control	Co-ordinate recruitment and selection	Co-ordinate Recruitment process 100% compliance to recruitment and completed within 12 the 12 week turnselection weeks around time by HR	100% compliance to the 12 week turn- around time by HR	DOJ.	3.5%	3.5% 100% completed	100% completed	compression	TOD70 CUITPIECEO
	processes				2 50%	2 50% 100%	100%	100%	100%
	A legally compliant municipality	100% disciplinary hearings organised within 2 months after service of misconduct.	100%	8	82.C.C				4000 complete
	Training	100% training in accordance with the skills development plan for F&CS	%001	Proof of completed courses, budget spent allgned to skills development	2.3%	2.3% 100% Progress in terms of plan	100% Progress in terms of plan	100% Progress in terms of plan	100% complete
				pian	200	har length of others	Penade to Mayoral and		Reports to Mayoral and
	Exercise financial control over CDM	100% of a 100% municipalities budget actual actually spent on implementing its workplace skills plan	100% recorded as actual	Correspondence (Mayoral, MM, Directors)	2.3%	2.3% keports to riayula and % recorded as actual	% recorded as actual	<u> </u>	% recorded as actual
	· w Andrewson v while in Andrews of Angel and Angel	Facilitate the development and Implementation of budget related	Approved budget related policies	Council approved policies	2.3% n/a	ا <i>را</i> ع	e/u		policiles approved by council
	The state of the s		A 000.	DOLFORMANDE	3.5%	3.5% All plans in place, signed			Third and Fourth quarter
	To ensure that the PMS is Implemented and maintained in accordance with Legislation	100% of indicators met by officials reporting directly to post according to Performance Plans (shown through review documentation)	100.30	review report (all officials) 4th quarter	1	and sent to PMS Officer	Officer	ന	
	To maintain harmonious and content labour	To maintain Existence of a harmonious and functional LLF content labour	4 Quarterly meetings	Minutes of meetings	2.3%	2.3% Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF	Ensure 100% functionality of LLF

http://cacadu/idpproject2012/PlanPrintPage.aspx?PlanId=1314

PERFORMANCE PLAN: Danie de Lange (Director: Finance and Corporate Services)

	the space of the state of the s	Appetition description			And designment and a special contract of	Targets	Jets	r principal magnada massi (njihi mjeliji kata ni disebuga njihiji alikeni ni disebuga disebiga di
Objective Strategy	Key Performance Ny Indicator (Project)	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
To Improve effectiveness corporate in municipal governance financial systems both in management the district and LMs	Provision of assistance to 5 LMs in respect to GRAP wh in compliance and improve Audit Outcomes (FIN00036)	ੂ ਨੂੰ ਤੂ	Report		Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, polides, procedures and internal controls	Improved rivalical Management process, policies, procedures and Internal controls	Amproved in manage policies, procedures and internal controls
migratur () to the experience of the experience	Financial Management and Compliance improvement Plan	Review CDM AFS	Report	5.8%	5.8% Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls Implementation of FMIP	Improved Financial Management process, policies, procedures and internal controls	Improved Financial Management process, policies, procedures and Internal controls Implementation of FMIP
Exercise	L	Adopted budget	Adoption by	11.6% NA	NA	Roll-over budgets received	Draft budget tabled	Approved budget by 31 May annually
financial control over CDM	auto e si i i i i i i i i i i i i i i i i i	Delivered on or before Proof of delivery 31 August	Proof of delivery	11.6%	11.6% Statements delivered on or before 31 August	Response provided to Draft Management letter	Final letter induded in annual report	- YA
Adherence to budgetary	ramework to Collection of outstanding debt and	%06 pu	Financial statements	2.3% NA	NA	NA	NA	less than 10%
marrens	Operating expenditure variance for FRCS not to	<10%	Financial statements	2.3% NA	WA	NA	NA	less than 10%
	Expenditure variance <10% for F&CS not to exceed 10% (project related)	ce <10%	Financial statements	2.3% NA	NA	NA	NA	less than 10%
To ensure financial sustainability		Adheriving a balanced (Balanced cash flow for Financial cash flow where the year municipality is able to meet all its financial commitments in the financial year financial year	or Financial statements	3.5% NA	, NA	3.5% NA NA	N.A.	Balanced cash flow. Meeting finacial commitments

PERFORMANCE PLAN: Danie de Lange (Director: Finance and Corporate Services)

							X	X		97	So B
	e very night in the color of th	June 2013/2014	to sector departments/funders	Report to Canadity	Building Manager	i coma	100% overall legal compliance to all key (egislation	100% controls in place to counter risks	NA	Y.A.	100% compliance to policy
	Targets	March 2013/2014	to sector departments/funders	Donort to Canarity	Building Manager	annual report	100% overall legal compliance to all key legislation	100% controls in place to counter risks			100% compliance to policy
Lange (Director: Finance and Corporate Services)		mber 2014	to sector departments/funders	to the second designation of the second seco	Report to Capacity Building Manager	Response provided to Final letter inc Draft Management letter annual report	100% overall legal compliance to all key legislation	1,00% confrois in place to counter risks	Response provided Ito Draft Management letter	Response provided ito Draft Management letter	100% compliance to policy
or: Finance and C		September 2013/2014	to sector departments/funders	Without make the time that the time the	3.5% Capacity building plan for Finance and Corporate Services Developed	3.5% Statements delivered on or before 30 September	2,3% 100% overall legal compliance to all key legislation	3.5% 100% controls in place to counter risks	NA	NA	3.5% 100% compliance to policy
ange (Direct 2013/2014		Weighting		Approximation of the state of t	3.5%	3.5%	2.3%	3.5%	9.3% NA	3.5% NA	3.5%
		Proof	submissions		Plan and 3 reports	Proof of delivery	MFMA checklist complete with comments; In-	Internal Audit	Clean Audit Report from AG	Internal Audit reports and AG Reports	Internal and External Audit Reports
PERFORMANCE PLAN: Danie de	The second section of the second section of the second section of the second section s	Annual Target	investment as result of submissions and presentations	IPATION	3 Reports (quarterly) to Capacity Building Manager	Delivered on or before Proof of delivery 30 September	90%	100% controls in Internal place to manage risks reports	Clean Audit Report	No Exceptions raised 100% compliance to in Internal and internal controls bacterial Audit	100% compliance
PERF	A course described of the country of the colored state of the special of the colored state of	Key Performance Indicator (Project)	o nents / ers for vices	KPA 5, GOOD GOVERNANCE AND PUBLIC PARTICIPATION	Implementation of the CDM Capacity to building strategy - Finance and Compraire Services	ស្ន	gai ce to all key n and by-	cient ace risks	In the insutution Receipt of a Clean Audit Report	No Exceptions raised in Internal and External Audit	Treports 100% compliance to 100% compliance SCM and Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy
		Strategy	funding	GOVERNANCE A	Ensure that Implementation o capacity support the CDM Capacity to LMs is given finance and priority Cornorate Service.	Ensure that the Municipality complies with Legislation applicable to it	a prima dagan masantan a san	Risk Management	Exercise Receipt of a (financial control Audit Report	over CDM A legally compliant municipality	Exercises budget control in order to prevent over/ unauthorized expenditure. This includes
		Objective		KPA 5. GOOD	General		···				

PERFORMANCE PLAN: Danie de Lange (Director: Finance and Corporate Services)

En de la state de la merce de destate de la merce della merce dell	CORE COMPETENCY REQUIREMENTS (CCRS): Danie de Larige (Director: Firialice and Colporate Services)		2013/2014				THE REAL PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADMINISTRATION OF THE PROPERTY COMES AND ADM
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Core Competency Annual Requirement	Annual Target	Proof	Weighting	September 2013/2014	December 2013/2014	March 2013/2014	June 2013/2014
CCR 1. MANAGERIAL	The second secon	And the second s		Canthealannam M. "A" structum me ne erim kalasa na malanin shari wa marekeela shi mbana	E. D. (BANDE), AT 1978 P. 125 P. FRANCE OF CHERRY ELECTRORISES CHERRY ACTIONS (1988)	E. HEET SAIN THE SAIN THE SAIN CHIRCHICANNESS CHIRC	estantenensen verk G. NUSSEG IV yolikumbaskingan pritikanan saka matava ingyonemina in ramanagan manakanananan Ingolomi
de e saddy same en de des d	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented competency guidelines in a written report	Evidence of standard achieved as documented in a written report	25%	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence or achievement / working towards the standard	Displays statistic angles to that recommended in the MSA competency guidelines
CCP 2 OCCUPATIONAL			Professional Section 12 to 9 at 12 of the Contact Section Section 12 at	The project property of the second se	the first and the first to the state of the	The state of the s	- 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1
Anna construction of the c	Displays standard aligned to Ethat recommended in the MSA acompetency quidelines	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented competency quidelines in a written report	25%	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays scandaro aligned to that recommended in the MSA competency guidelines
People Management and Displays : Empowerment	Displays standard aligned to that recommended in the MSA a	Displays standard aligned to Evidence of standard that recommended in the MSA achieved as documented achieved as written report.	25%	25% Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Evidence of achievement / working towards the standard	Displays standard aligned to that recommended in the MSA competency guidelines
Interpretation of and Demonstrating implementation within the accordingly fegislative and national policy	ed evidence	Evidence of standard achieved as documented in a written report	25%	Demonstrated evidence accordingly	25% Demonstrated evidence Demonstrated evidence accordingly accordingly		Demonstrated evidence accordingly

Cacadu District Municipality 2014/15 Annual Budget and MTREF

2.15 Municipal Manager's quality certificate

I, D M Pillay, Municipal Manager of Cacadu District Municipality, hereby certify that the annual budget and supporting documentation have been prepared in accordance with the Municipal Finance Management Act and the regulations made under the Act, and that the annual budget and supporting documents are consistent with the Integrated Development Plan of the municipality.

FILLINALLIC	M. PILLAY er of Cacadu District Municipality
Signature	5) illy
Date	29/05/2014

DAYALAN MURUVEN PILLAY
MUNICIPAL MANAGER
CACADU DISTRCT MUNICIPALITY
P.O. BOX 318
PORT ELIZABETH 6000